

China	Scd. 15	Indonesia	Rp 2500	Portugal	Esc. 65
Belarus	DR 1,575	Iran	1,110	S. Africa	Rc. 600
Bahrain	BD 375	Lebanon	1,150	Singapore	SS 400
Canada	CA 575	Jordan	1,150	Spain	Pts 95
Cyprus	Cy 500	Kuwait	Ec 500	Sri Lanka	Rp 30
Denmark	Dk 7,600	Liberia	El 600	Sweden	Sk 55
Egypt	EGP 500	Luxembourg	Ec 35	Switzerland	Swf 2
Finland	Flk 5,000	Malta	Am 4,25	Tunisia	NT 585
France	Fr 1,500	Macao	Pts 300	U.S.A.	De 6,600
Germany	DR 9,200	Morocco	Dr 6,100	Turkey	L 180
Hong Kong	Hk 12	Netherlands	Dr 1,225	U.K.	GB 500
Iceland	Isk 16	Philippines	Pts 70	U.S.S.R.	Rs 50
India	Rs 16	Portugal	Scd. 15	Yugoslavia	Yd 150

# FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

Wednesday December 21 1983



D 8523 B

Chile's military  
stays out in  
the cold, Page 4

## NEWS SUMMARY

### GENERAL

#### Dublin reviews laws on violence

The Irish Cabinet decided yesterday to review the laws on incitement to curb those "who promote the men of violence while claiming to be unassociated with them."

A ban on Sinn Fein, the political wing of the Provisional IRA, would still be considered if legislation proved too difficult to draft.

In the House of Commons, UK Prime Minister Margaret Thatcher condemned Noraid, the organisation that purports to collect money in the U.S. for victims of Northern Ireland violence, as a front for the IRA. Page 10

#### Warsaw Pact offer

The Czechoslovak Communist Party daily newspaper Rude Pravo said the Warsaw Pact was still prepared to negotiate on reducing international tension, in spite of nuclear missiles being stationed in Europe.

In Bonn, West Germany's Free Democratic Party said Warsaw Pact member Romania would send its foreign minister to the opening of an East-West security conference in Stockholm next month.

In Moscow, the Soviet Army newspaper Krasnaya Zvezda warned that the Soviet Union would not accept U.S. nuclear missiles on Turkish territory.

#### Lambsdorff 'to stay'

West German Economics Minister Otto Lambsdorff will take no decision on resignation until examining magistrates decide whether to try him on corruption charges, the Government said. Page 2

#### Kuwait stops visas

Kuwait's embassies have been told to stop issuing entry visas to foreigners, except nationals of other Gulf Co-operation Council states. That follows six bomb attacks on December 12. Page 3

#### Disco detentions

A Spanish judge ordered the detention of the five owners of a Madrid discotheque where 70 people died in a fire on Saturday.

#### Lima shooting

The head of Peru's police detective training school was shot dead in Lima hours after one of the country's most powerful left-wing leaders was captured.

#### Salvador arrest

Salvadorean army Captain Ernesto Avila was arrested for the 1981 killing of two U.S. officials and the head of a land reform programme.

#### Greyhound running

The U.S. Greyhound bus company plans to resume its 2,000 daily scheduled runs today after striking workers voted to accept a pay cut in a previously rejected contract. Page 4

#### 2,350-mile fence

India plans to build a barbed-wire fence along the 2,350-mile border with Bangladesh to win support for Prime Minister Indira Gandhi's Congress (I) Party in Assam, which is complaining of an influx of Bangladeshis every month. Page 3

#### Briefly ...

Brussels University students ended a hunger strike over a Bill to restrict immigration.

Salvadorean parliamentary president Roberto d'Aubuisson is to stand in the country's presidential election next March.

Five kilos of cocaine worth US \$4.5m were seized at Sydney airport.

### BUSINESS

#### Greece to curb pay and prices

• GREECE announced a prices and incomes policy package for 1984 that will extend public sector index-linked pay to higher income brackets but control private-sector wages and prices. Page 10

• DOLLAR weakened to DM 2,765 (DM 2,773), Swiss Fr 2,235 (Swf 2,212), FF 8,4475 (FF 8,4575) and Yen 2,47 (Yen 2,4515). Its Bank of England trade-weighted index was 138.5 (131.2) in New York it closed at DM 2,717, Swiss Fr 2,213, Yen 2,450 and FF 8,4475. Page 27

• STERLING closed at \$1.419, up 5 points, but slipped to DM 1,9275 (DM 1,935), Swiss Fr 3.15 (DM 3.14), FF 11,985 (FF 11,985) and Yen 2,47 (Yen 2,4515). Its trade weighting was 51.9 (52.1). In New York it closed at \$1.419. Page 27

• GOLD rose \$2.75 to \$377.875 in London. In Frankfurt it added \$3 to \$378 and in Zurich it was also \$3 higher at \$378.25. In New York, the Comex November settlement was \$378.4 (\$373). Page 26

• LONDON: FT Industrial Ordinary index added 1.7 to close at a record 768.5. Report, Page 21. FT Share Information Service, Pages 22, 23

• WALL STREET: Dow Jones industrial average closed 2.64 down at 1,241.37. Report, Page 17. Full share prices, Pages 18-20

• TOKYO: Share prices rebounded as investors recovered from the setback to the ruling Liberal Democratic Party in Sunday's election. The Nikkei Dow index closed 143.76 up 9,627.33, a record high. The Stock Exchange index rose 7.31 to 706.53. Report, Page 17. Leading prices, other exchanges, Page 20

• EUROPEAN INVESTMENT Bank is lending Ecu 80m (\$65m) to three Portuguese enterprises. Page 2

• SANDOZ, Swiss chemical company, plans to extend its food interests by acquiring sweet maker F. Ahrigens Tekniska Fabrik of Sweden.

• INCHCAPE BERHAD, controlled by Inchcape of the UK, is to take over most of its Malaysian business to newly formed Kumpulan Inchcape. Page 11

• WORLD OIL PRICES might fall after U.S. refiners Ashland Oil and Cito Petroleum decided to cut \$1.5 a barrel off the price they will pay for domestic crude oil.

• HUNGARIAN consumer demand may have to be curbed for the rest of the decade, Hungarian National Bank managing director Dr Tamas Bacska said. Page 2

• PAKISTAN and the Soviet Union agreed to expand economic links, with Moscow completing several energy projects, said Pakistan's Finance Minister Ghulam Ishaq Khan. Page 4

• UK SHEEPMEAT exports to the EEC might be halted by regulations that came into force on Monday. Page 25

• EUROPEAN ASIAN Bank, the Hamburg commercial and foreign trade bank, is raising DM 93.2m (\$20m) from shareholders through a capital increase. Page 28

• JAPAN's gross national product grew 1.5 per cent in the third quarter, the fastest since July-September 1980. Page 3

• LLOYDS BANK, one of the big UK banks, raised its stake in the Royal Bank of Scotland by 4.9 per cent to 21.3 per cent in a deal worth £23.06m (\$32.7m). Lex, Page 10.

• PILLSBURY, Burger King restaurant group, raised first-half net earnings 34 per cent to \$86.9m. Page 11

• GERMANY'S gross national product grew 1.5 per cent in the third quarter, the fastest since July-September 1980. Page 3

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• BANGLADESH: courting moderate leadership ... 3

• TECHNOLOGY ... 26

• ENERGY REVIEW: British approach to renewables ... 5

#### FRENCH ESCORT INCLUDES AIRCRAFT FROM CARRIER

### Arafat and his battle-weary followers sail out of Tripoli

BY PATRICK COCKBURN IN TRIPOLI

carrier Clemenceau, agreed to protect the convoy.

Early in the morning, PLO fighters, many looking battle-weary and depressed, assembled at five places in Tripoli, in some cases accompanied by their families. "I would have preferred to die here and not to leave," said a fighter. Few of the men have much idea of what the future holds for them in Tunisia, Algeria or North Yemen, where they are bound.

Shortly before the Greek ships arrived, PLO members tossed explosives into the water of the harbour to explode mines which they believed Israeli aircraft had dropped.

None was found, but enterprising Lebanese came with nets to scoop

up the dead fish which floated on the water, killed by the explosions.

Loading the ships was chaotic but surprisingly speedy. Heavy weapons, such as multiple rocket launchers and light anti-aircraft guns, were left behind guarded by Leba-

weuse gendarmerie.

Two heavy mortars had disappeared from fortifications close to Mr Arafat's headquarters in the city. The crews of the five ships, which normally ply between the Greek islands as passenger and car ferries, appeared undisturbed by the number of armed men who swarmed aboard their vessels.

Israeli ships were no longer visible. "I was worried until I saw the French ships," said the chief mate of one Greek ship as he loaded

trucks full of suitcases on to the car deck.

Observing the evacuation from the fortifications around the Palestinian refugee camp at Beddawi, overlooking Tripoli, where much of the heaviest fighting took place, the Palestinian rebels were also in a subdued mood. "I am sure Israeli aircraft will attack us today or tomorrow," said a gunner on a 37mm anti-aircraft gun as he watched reconnaissance aircraft circling high above.

"Arafat is not a Palestinian but an American agent," added the gunner. But, for the rebel PLO, the besiege of Tripoli may have inflicted irreparable damage to their political credibility.

Most civilian Palestinians in Lebanon, the West Bank and elsewhere have denounced them as Syrian puppets who bombarded Palestinians in refugee camps.

Political support for the PLO is still in Palestinian hands," said Mr Ahmed Abdul-Rahman, the PLO spokesman, as he stood on the boarding ramp of the Ionian Glory, seeing off Abu Jihad, the PLO's military commander.

As the ships began to leave the port in Tripoli, heavily damaged by both Israeli and Syrian shelling, the departing fighters began to fire their Kalashnikovs into the air in a furtive display of impotent fire-power.

Traditional in Lebanon. Rockets

scooted into the air to explode high overhead.

Mr Arafat turned up to board the aptly named Odyssean Elitis bound for Tunis. He was heavily guarded, and there was little ceremony, presumably because his aides feared a last-minute Israeli or rebel attack.

The gloom of many of Mr Arafat's men indicates how far they feel they are from anything approaching a Palestinian state. Mr Arafat has lost his last independent base in Lebanon. He becomes a guerrilla leader without an effective army, opposed by a bitterly hostile Syria, and condemned to seek hospitality in a largely indifferent Arab world.

Italy to reduce Lebanon force, Page 10

## Bank of England in forthright attack on U.S. budget deficit

BY ROBIN PAULEY IN LONDON

The Bank of England, Britain's central bank, has bluntly blamed the U.S. and its budget deficit for real interest rates' being higher than they need to be, threatening the continuation of the world recovery.

The latest Bank of England quarterly bulletin, published today, has a generally optimistic view of Britain's economic prospects, although it is more cautious than it was in its November forecast. It is unusually forthright, however, in its criticism of the U.S. budget deficit.

The Bank also sounds some notes of caution. Although it agrees that growth this year and next is likely to be around 3 per cent per annum, the Bank has yet to match the treasury's optimistic forecast of 4% per cent inflation at the end of 1984.

The UK recovery has been largely consumer-led, and although funds are likely to continue to be freely available from banks and building societies, the level of personal debt in relation to income might become a constraint on consumer spending "in due course," the Bank says.

Another more cautionary forecast from the Bank is an estimate of 3 per cent growth in world trade in manufacturers, weighted by UK markets, in 1984 compared with a 5 per cent forecast from the Government as detailed in the Chancellor of the Exchequer's autumn statement, after an expected 1 per cent fall in the current year.

The gathering pace of change and innovation in these markets complicates the task of monitoring and interpreting monetary conditions, and also makes it more essential that monetary developments be kept under restraint and on an orderly path," the Bank says.

Details, Page 5; Lex, Page 10

### UK 'will not save troubled shipyard'

BY ANDREW FISHER AND MARK MEREDITH IN LONDON

THE BRITISH Government will not intervene to save Scott Lithgow, the Clydeside shipyard which is threatened with closure after the cancellation of an £8m (\$125m) oil rig order.

About one third of the rig is completed, but Britoil, the former exploration arm of British National Oil Corporation, cancelled the contract on Monday because the delivery deadline could not be met.

British Shipbuilders (BS), the state-owned group which owns the yard, yesterday served a writ compelling Scott Lithgow to resume work on the rig, which Britoil has been pressuring to do.

Mr Norman Lamont, Industry Minister, said yesterday that BS had provided for losses on the rig of £4m. Damages following cancellation could amount to a further £7m.

BS, which is losing about £120m a year and is facing a national strike next month, served the writ in the name of Scott Lithgow on Lloyds Leasing, the Lloyds Bank subsidiary which financed the order.

Tals are also under way on the fate of another rig, nearly completed but well beyond deadline, for British Petroleum. Its scheduled delivery date is December 25, but

Continued on Page 10

ment stayed out of the matter. The rig is two years behind schedule.

Mr Graham Day, chairman of BS, who is at present on holiday in Canada, has been adamant that the group cannot afford to renegotiate, though Britoil has been pressuring to do.

BS has received about £40m under the Britoil deal and another £4m was due on December 31. Scott Lithgow still claims that it can build the rig by January 1985, after which it would be liable for penalty payments. But Britoil has rejected this claim.

Mr Norman Lamont, Industry Minister, said yesterday that BS had provided for losses on the rig of £4m. Damages following cancellation could amount to a further £7m.

In practice, M

## EUROPEAN NEWS

## Four-year Polish debt plan gains support

By Peter Montagnon,  
Euromarkets Correspondent

**SUPPORT IS** growing among Poland's leading creditor banks for a long-term approach to its debt problems that would involve rescheduling some \$2.5bn (£1.3bn) in debt falling due over the next four years all at once.

The scheme, discussed in outline at a meeting between leading bank creditors and Polish officials in Vienna last week, is a revival of an idea first suggested by Poland a year ago but subsequently dropped.

Bankers argue that it has gained in attractiveness since then because Poland's remaining unscheduled debt is now too small to warrant annual renegotiating exercises.

This year, Poland and its creditor banks agreed to reschedule \$2.6bn in 1983 over 14 years at a margin of 1.5 per cent over London interbank offered rates for Eurocurrency deposits.

Poland has also notched up goodwill in the banking community by keeping payments up to date on its previous rescheduling arrangements. Unlike debtors in Latin America its interest payments are now fully current. "This is an achievement that should not be belittled," one banker said yesterday.

### ECONOMY ESCAPING RECESSION, SAYS BUNDES BANK

## Investment boost for W. Germany

By JOHN DAVIES IN FRANKFURT

WEST GERMAN companies have started to invest more, but are still cautious about large-scale outlays, according to the Bundesbank, the country's central bank.

The increased readiness to invest is helping to lift the economy out of recession, along with a much-awaited revival in export orders, says the Bundesbank in its monthly report.

Companies have increased orders for construction projects. They have also placed more orders for equipment, although purchases from abroad have

picked up faster than those from domestic suppliers.

Investment decisions are being prompted not only by better market prospects but also by a recovery in profits as sales revenue increases faster than production costs.

However, the Bundesbank says that companies' underlying financial structures weakened over a long period, are improving only gradually and for this reason major investment projects are still being closely scrutinised.

Recovery has exceeded expectations in many sectors of the economy, says the bank. Although unemployment will average about 2.25m for the year, this is less than expected a year ago.

Consumer spending, which helped to stimulate recovery early this year but then lost steam, has picked up again in recent months. The latest increase in spending has come from higher earnings, says the bank, and has not led to a further decline in private savings.

Up to November, money supply increased at an annual rate of 7.25 per cent since the fourth quarter of last year. The bank expects money supply to rise close to the top of the 4 to 5 per cent target range by the end of the year.

The central bank recently tightened its money supply growth target for next year to 4 to 6 per cent, signalling its determination to keep a tight rein for fear of adding to inflation as the economy improves.

## Lambsdorff waits on the court

By JAMES BUCHAN IN BONN

THE West German Economics Minister, Count Otto Lambsdorff, will remain in office at least until a court decides whether to open proceedings against him on charge of taking bribes.

After a meeting between Chancellor Helmut Kohl, Count Lambsdorff and the chairman of his Free Democratic Party (FDP), Herr Hans-Dietrich Genscher, the government spokesman said yesterday that there was no reason to reconsider the situation until the court decided.

Although Count Lambsdorff was charged 10 days ago with

taking bribes from the Flick concern, it is for the district court in Bonn to decide whether to follow up the public prosecutor's recommendations and open proceedings.

In a fighting statement also issued yesterday, Count Lambsdorff repeated his defence that he had not "received a single Mark from the Flick company" since taking office. "I am firmly convinced that the charges in the indictment are invalid," he said.

He said he owed it to the voters to remain in office. The firm stand by Count Lambsdorff and the FDP have

done much to silence reservations within the Government that the minister's remaining in office might damage the coalition's image.

The Government spokesman's statement yesterday also reacted for the first time to charges from the opposition that the Chancellery's description of the "indictment as 'limsy'" amounted to an attempt by the executive to influence the court. Chancellor Kohl emphasised that the decision for Count Lambsdorff to remain in office has only political significance, the statement said.

## Hungary may have to curb demand

By Leslie Collett in Berlin

A PROMINENT Hungarian banking official has held out the prospect that consumer demand will have to be curbed for the rest of the decade if a "minimal" excess of supplies is to be maintained to allow the Hungarian economic reform to operate.

A parallel report by the Hungarian trade union noted that further limits on consumption will be necessary next year because of "deteriorating" international economic conditions. Planned price increases for basic goods, it said, cannot be matched by similar wage increases as the union had hoped.

Dr Tamas Bacsikai, managing director of the Hungarian National Bank, said that for the next three years Hungary can only hope to maintain its current level of exports to the West.

Imports, apart from technology purchases, should be shifted, he said, to wherever there were possibilities of selling more. Trade with other Comecon countries, he noted, was unlikely to increase by more than 3 per cent annually. A greater increase would require economic reform in those countries and in Comecon, which, even if begun immediately, would not show results before the end of this decade.

## Europe's parliament adopts 1984 budget despite objections

By JOHN WYLES IN BRUSSELS

THE PRESIDENT of the European Parliament, Mr Peter Dankert, yesterday brushed aside the objections of EEC member governments and formally completed the adoption of the EEC's disputed 1984 budget.

The budget will now be executed as passed by the European Commission. However, the Commission does enjoy some powers of initiative and it will not feel bound to act on the last Ecu of spending laid down by the Parliament.

In particular, if the Council does manage to agree the regulations allowing the payment to the UK of the 75m Ecu rebate on its contributions to the EEC this year, together with a smaller amount to West Germany, then the Commission is expected to seek parliamentary approval for transferring the money.

The UK is adamant that this money must be paid before the end of its current financial year on March 31. Within the Commission there is some optimism that the Parliament will allow the payment to avoid accusations that it is discriminating against one member state.

## European bank makes \$65m loan to Lisbon

By DIANA SMITH IN LISBON

THE EUROPEAN Investment Bank (EIB) is lending Ecu 80m (\$65m) to three Portuguese enterprises as part of pre-accession concessions granted to Portugal by the European Economic Community.

Contracts have been signed in Lisbon by M Yves Le Porte, President of the (EIB), and the Portuguese Finance Minister, Sr Ernesto Lopes, for loans of Ecu 30m to the national savings bank, to be channelled to 41 small-to-medium business projects.

The EIB has subsidised 3 per cent of the interest. The weekly contracts use up the Ecu 200m chapter of EIB loans in the pre-accession package.

## Sweden claims violations

By Kevin Done in Stockholm

REPEATED violations of Swedish territorial waters by foreign submarines revealed in a Government report yesterday and U.S. pressure for the return of computers that it claims were being smuggled via Sweden to the Soviet Union, are putting the country's sensitive neutrality policy under renewed pressure.

Three factors, however, give cause for comfort. Operating losses are likely to be lower this year than last even though these will be offset by financial charges rising by some FF 400m to FF 3.8bn.

M Jacques Calvet, the banker brought in from Banque Nationale de Paris, who now heads the group's car operations, is getting a tighter grip on costs. He would probably have resigned if the Government had refused approval of all the 2,900 redundancies that the group sought.

The third factor is the increasing success of Peugeot's new 205 model and of the Citroen BX, both abroad and in the domestic market. But the company is aware that its future hangs on a knife edge.

## Polish priest charged

By Christopher Bobinck in Warsaw

THE POLISH authorities have laid charges against Fr Jerzy Popieluszko, one of the country's most outspoken priests, for alleged illegal possession of arms and explosives and helping to organise demonstrations.

Previously they had accused him of using his sermons for political purposes. Fr Popieluszko was held by police for more than a day last week but freed after high-level talks between the Roman Catholic Church and the Government.

He himself has denied any knowledge of the explosives and leaves the authorities say, found in his flat.

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## Why Peugeot's jobs mean so much to so many

The Poissy plant is a test case, writes David Housego in Paris

have in reading and writing in French.

For the Communists, who have claimed that "nobody will be thrown into the street" if provided a face-saving formula — they had saved 1,000 jobs. For M. Mauroy it set an important precedent for industrial restructuring which avoided the "savage lay-offs" of Right-wing governments and which could thus be applied to other sectors such as steel, coal and shipbuilding.

In recent weeks trade union fears about the number of job losses now likely to occur in industry as a result of the Government's more liberal policy over redundancies have been growing. Elsewhere in the car industry Renault is expected to make redundant between 3,000-4,000 workers this year and Citroen up to 2,000. Some 6,000 jobs could go in steel and 8,000 in coal. 2,000 in the shipyards and many more in the overmanned telephone, refinery and engineering industries. On some estimates, 500,000 jobs in industry are threatened in the next two or three years.

The pro-Socialist CFDT is more realistic over the need for restructuring than the CGT. But the complaint of M Edmond Maire, the CFDT leader, is that the Government is pushing ahead without con-

sulting the unions and without implementing the type of work-sharing arrangements that the CFDT leadership favours.

Last week M Maire accused the Government of acting in secret. He said: "They tell us nothing, they announce no plan and no numbers. They keep the trade unions uninformed. They do not even hold discussions with them."

M. Maire is particularly irri-

tated that his union would move on to the offensive "in resisting further redundancies." At the same time, M. George Marchais stepped up his attacks on M. Laurent Fabius, the Minister of Industry, held responsible by the Communists for sacrificing jobs to profitability.

But the Communists have difficulty in pushing their campaign too far. "People are dis-

contented but they are not ready to march in the streets," said M. Andre Bergeron, leader of the Centrist union Force Ouvrière recently. The Communists have thus had problems in mobilising a rank and file disheartened by recession and rising unemployment. The Communists are also wary of pushing their opposition to the point where it might jeopardise a government of the Left.

Militancy has been seen in sectors and companies where they are strong — the newspaper manufacturer Chappelle D'Arblay at Rouen, the SKF plant outside Paris, and the Talbot plant at Poissy. Talbot still remains one of the areas where the rank and file were prepared for tougher measures than the leadership. But pockets of the coal and shipbuilding industries could prove otherwise.

As for Peugeot, retaining an extra 1,000 workers — equivalent to one in 80 of the labour force — will inevitably add to the strain on its balance-sheet. After net consolidated losses of FF 1.5bn (£124m) in 1982, FF 1.9bn in 1981, and FF 2.1bn last year, it is expected to make a further loss this year of about FF 2bn. These deficits have been covered by pushing up short- and long-term debt, which has more than doubled over the past five years to an estimated FF 3.8bn by the end of 1983, equivalent to 40 per cent of turnover.

In 1978 the group's debt was still below the level of shareholders' funds, which stood at a healthy FF 1.3bn. By the end of last year they had shrunk to FF 580m.

Financial analysts believe Peugeot would have had difficulties in meeting its commitments but for the support of a friendly domestic banking system. As it is, the company has pared back its investments, which have fallen in nominal terms from FF 5bn in 1980 to FF 4.5bn

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## OVERSEAS NEWS

## Japanese GNP grows by 1.5% in third quarter

BY CHARLES SMITH FAR EAST EDITOR, IN TOKYO

JAPAN'S GNP grew by an encouraging 1.5 per cent in the third quarter of this year, the Government announced yesterday, making it certain that the current fiscal year's 3.4 per cent growth target can be attained.

It was the fastest growth for any quarter since July-September 1980 and would seem to have been caused mainly by a recovery of domestic demand.

The domestic sector of the economy contributed just under 0.5 per cent to the overall growth rate during the three-month period, while the contribution from the external sector fell slightly short of 0.7 per cent.

The shift from an externally-oriented towards a domestic-ally-oriented growth pattern is in line with Government plans for the economy, but has come earlier than many forecasters expected.

The factors which contributed to domestic growth during the July-September quarter were a turnaround in housing starts, reversing the declines of previous quarters, modest recovery in private capital investment — with the impetus coming from the service sector and from medium-service manufacturers — and a strong trend in consumer demand.

There is no certainty that any of these trends have continued into the fourth quarter. However, economists seem

certain that, even with some slackening of the growth rate, the economy can achieve its targets for the 12 months ending next March 31. Real growth rates of only 0.7 per cent in each of the final two quarters are all that will be necessary to this to be achieved.

The July-September GNP figures indicate that worries about the export dependency of

Japan's ruling Liberal Democratic Party (LDP), which lost its parliamentary majority in the weekend general election, yesterday regained a simple majority by enlisting the support of eight independent LDP members with 158 supporters for the LDP in the 511-seat parliament. Mr Yasuhiro Nakasone is now expected to remain as Prime Minister despite some calls for his resignation from within the LDP.

Japan's recovery may have been somewhat overdone in recent weeks.

The new figures also make it virtually certain that Japan will adopt a growth target of over 4 per cent when it comes to draw up its 1984 economic programme.

A growth rate of at least 4 per cent next year would put the economy roughly back on the growth path regarded as desirable by the Economic Planning Agency.

## Kuwait bars foreigners

Kuwait has imposed an indefinite ban on foreigners entering the country, according to local press reports yesterday, writes Kathy Evans in Dubai.

The reports, as yet unconfirmed, quoted Interior Ministry officials as saying the ban applies to all Arab and non-Arab nationals seeking to enter the country or renew existing visas.

The ban is likely to remain in effect until the trial of the 10 suspects held in connection with last week's wave of car bomb attacks has been completed.

Cape Town 'spy' trial

Judgment will be given today in the Cape Town supreme court trial of the former commander of the Sinoctown

## Australia's soft line on foreign investment

By Michael Thompson-Neel

in Sydney

AUSTRALIA'S Labor Government has adopted a relatively soft line on foreign investment policy, announcing yesterday that "it would follow the broad thrust of the approach formulated and refined by the former Liberal-National Party Government that lost power last March.

Mr Bob Hawke's Government has ignored an official Australian Labor Party (ALP) stipulation that Australian participation in key areas such as oil, gas, minerals and farming be extended from a minimum 50 per cent to a controlling 51 per cent.

Mr Paul Keating, the Treasurer, said in Canberra yesterday: "The Government did not move to a majority equity position (for key projects). It remains 50 per cent, and we have not extended the 50 per cent guideline to other sectors of the economy, such as manufacturing, services and minerals processing."

He added: "The problems of moving from 50 to 51 per cent are that it would look to foreigners that all foreign investment in Australia is to be controlled... That only minority interests are welcome. I think the Government is quite happy with the prospect of joint control in these areas."

The Hawke Government has so far endeared itself to the business and financial communities, and recently signalled its determination to press ahead with financial deregulation by floating the Australian dollar.

However, it is increasingly estranging the ALP left-wing, which resents the recent official go-ahead for uranium mining at Roxby Downs in South Australia, and will resent the Government's "soft" line on foreign investment.

At present, all foreign investment proposals worth more than A\$350,000.

Special controls apply to finance, insurance, the media, civil aviation and uranium.

Mr Keating said the Government had recognised that in future, Australia "will continue to require substantial foreign investment if the rate of growth of our economy is to be maximised".

Total foreign investment in Australian enterprises in 1981-82 was A\$9.5bn.

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## AMERICAN NEWS

## Marine command criticised over Beirut truck bomb

BY REGINALD DALE, U.S. EDITOR IN WASHINGTON

CONGRESSIONAL concern over the deployment of U.S. marines in Beirut surfaced sharply in Washington yesterday, with the publication of a report criticising marine commanders for "very serious errors in judgment" in allegedly failing to provide adequate security measures for the troops' protection.

The report, by the investigations sub-committee of the House Armed Services Committee, concluded that officers on the ground in Beirut and their superiors up through the chain of command were responsible for leaving the marines vulnerable to the October 23 truck-bomb attack that killed 241 U.S. servicemen.

The unusually severe advisory report on the bombing must still be approved by the full Democratic House Committee.

The sub-committee said it

must call to account the higher policy-making authority which adopted and continued a policy that placed military units in a deployment where protection was inevitably inadequate.

The report said bluntly: "Failure of the Administration adequately to re-examine its policy and relate it to present conditions will only mean that such re-examination will have to be done by Congress."

It made clear that the sub-committee regarded the Administration as partly to blame for the incident, which shocked U.S. public opinion and led to widespread national anxiety over the marines' continued deployment as "sitting ducks" at Beirut airport.

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## New housing starts recover

BY STEWART FLEMING IN WASHINGTON

A RECOVERY in the level of new housing start in November and another strong gain in personal income announced by the U.S. Commerce Department yesterday, have reinforced expectations of a vigorous rise in Gross National Product in the fourth quarter.

Housing starts in November rose 6.4 per cent last month to a seasonally-adjusted annual rate of 1.75m units after slumping from 1.9m in August to 1.65m in October.

Monthly housing-start figures, especially in the winter when seasonal adjustments play a big role, are an indicator which

has to be treated with some caution.

However, the Commerce Department also disclosed that for the second consecutive month, new building permits rose modestly to an annual rate of 1.65m units. Within this total, permits for single family homes increased by 3 per cent to 806,000.

Taken together, the figures suggest that the slowdown in housing activity evident in the summer after mortgage rates slipped almost 2 percentage points to about 14 per cent between May and August, may have bottomed out.

Many economists have been

predicting that housing starts in 1984 will be around the 1.6m units level which seems likely for 1983. The 1983 figure will be some 60 per cent above the 1982 level, underlining the major role housing has had in pulling the economy out of recession.

The gain in personal income in November was 0.7 per cent to a seasonally-adjusted annual rate of \$2,822bn. Although down from the 1.1 per cent rise reported in October, the increase was inflated by special factors, including the end of a telephone industry strike which had depressed personal income in the summer.

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## Greyhound staff back wage cut

BY PAUL TAYLOR IN NEW YORK

GREYHOUND LINES' striking workers voted by a three-to-one margin to accept a 1.8 per cent package of wage cuts which will save the nation's largest bus line between \$40m and \$60m (£26m and £40m) a year and end a bitter seven-week dispute.

The new three-year contract, which provides for a 7.8 per cent wage cut, a 4 per cent employee contribution to the com-

pany's pension plan, and increased worker contributions to health care costs and other concessions, was approved by a vote of 7,404 to 2,586.

The Amalgamated Transit Union, which represents about 12,700 drivers and other employees, had earlier opposed a tougher package of wage concessions sought by the company.

Mr John Teets, Greyhound's chairman, said after the results were announced: "We are very

pleased, to put it mildly."

As a result, Greyhound plans to restart full inter-city bus services—about 2,000 daily trips in 48 states—by today, and will offer discounts to bus travellers in an effort to lure back lost business.

Greyhound, which hired around 1,500 people during the dispute in an attempt to break the strike and maintain services, said it will try to keep those hired during the dispute

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## CBS to examine satellite venture

By Paul Taylor in New York

CBS, the U.S. television and entertainment group, and Comsat, the satellite communications group, said yesterday that they are considering setting up a joint venture, possibly with other partners, to provide a direct broadcast satellite system (DBS) service.

Comsat's satellite television corporation subsidiary, is already in the race to provide DBS services in the U.S. and plans to offer a DBS service using leased satellite space to subscribers in north eastern states beginning in autumn 1984.

DBS services are seen as an alternative to other television programme delivery systems like cable. DBS uses satellites and rooftop dish aerials to deliver pay-television programmes to subscribers.

Yesterday Comsat and CBS said simply that they have agreed to a joint exploration of such a link-up.

The companies said the discussions will include efforts to identify other venture partners and to continue work on all aspects of direct-to-home broadcast satellite systems.

## UK to hire shuttle for Skynet launch

By Peter Marsh in London

BRITAIN will hire the U.S. space shuttle as the launch vehicle for the country's next generation of military satellites, the UK Government confirmed yesterday.

The decision has caused a stir in France where officials have accused Britain of breaking ranks with the members of a consortium that developed the Ariane rocket as an alternative to the shuttle.

The shuttle will put two Skynet satellites into orbit for military communications.

The design work on the satellites started before Ariane was fully proven, the officials say. They accept that the European rocket is now properly tested. It is not ruled out as the launch vehicle for further generations of British satellites.

Sir Saul Ubaldini, secretary-general of the CGT's militant branch, said his members were on a "state of alert"—a euphemism heralding the possibility of strike action—after declaring his opposition to the Government's recent salary increases and the Govern-

## Chile military stays out in the cold

AS ARGENTINA adjust to life under a democratically-elected Government, its neighbour and sometime territorial rival Chile is looking on with a mixture of envy and concern.

The main focus of attention for General Augusto Pinochet's regime is the lifting of a seven-year ban on U.S. arms sales to Argentina, with no immediate prospect that Washington will also resume supply of arms to Chile.

The arms embargo was imposed on both countries by the U.S. Congress in 1976. Five years later, it voted to lift the ban pending certification by the Reagan Administration that both governments had made substantial progress in ending human rights abuses.

But while this was granted for Argentina when President Raul Alfonsin took office on December 10, an equivalent move for Chile appears a long way off.

Chilean military strategists do not see a direct threat in the recent possibility of Argentine arms purchases from the U.S. Indeed, they are less concerned about their country's long-running dispute with Argentina over the Beagle Channel with Sr Alfonsin as President in Buenos Aires than they were when the military was in charge although they are worried at the possibility that a civilian-run Argentine could be used as a refuge for leftist terrorists mounting attacks within Chile.

Nevertheless, they do not

spare parts from the U.S. for previously-purchased American aircraft, as well as anti-tank and anti-aircraft weapons.

According to Chilean human rights groups, the number of arrests and reports of torture

carried by Chile's paramilitary police, the Carabineros. The Chilean navy has ordered two submarines from West Germany, to be delivered next year, but the sale faces political opposition in the West German parliament.

The U.S. is the Chilean military's traditional source of arms, but over the years the regime has managed without American weaponry and even developed its own model armaments industry. Local manufacturers produce small arms, grenades, ammunition, and mortars. Chile also has a small air force training plane, the Pillan, which made its debut earlier this year at an international air show in Paris.

A private Chilean firm is also building armoured personnel

carriers under a license from the Swiss firm Motorvergabfabrik (Mowag). The carriers can be mounted with mortars, anti-aircraft artillery or early warning radar systems. The Chilean company Carlsen has reportedly received inquiries from interested buyers in Morocco and El Salvador.

Chile's armed forces also buy some small weapons from South Africa and tanks, ammunition and small arms from Israel, including the submachine guns

that continued right up to the outbreak of the Falklands war last year.

Britain, which lifted its arms embargo against Chile in 1980 and which has since sold which has since sold to the Chilean Navy two ships, may provide the anti-tank and anti-aircraft weapons Chile is seeking.

The Chilean Navy is thought to be in the market for more British ships, provided such sales can be made without too much controversy. Last spring, the Chilean Defence Minister, Admiral Patricio Carvalho, denied reports that Chile was negotiating the purchase of the HMS Heron, a veteran of the Falklands war, while confirming that Chile was interested in buying an aircraft carrier. More recently, Navy Commander Admiral Jose Moreno denied reports that Chile was seriously considering buying another Falklands veteran, the destroyer HMS Abdiel.

Both Chile and Britain have been informed by American officials that the U.S. will avoid major arms sales to Argentina, examining requests for such purchases on a case by case basis.

President Reagan sent a personal letter to General Pinochet advising him in advance of the decision to lift the embargo against Argentina. The following week U.S. special envoy General Vernon Walters visited Santiago and held two meetings with General Pinochet to discuss U.S. arms sale policy towards Argentina and presumably what his regime might do in order to qualify for human rights certification and have the U.S. arms bazaar opened to Chile as well.

With the leadership, Sr Alfonsin's strong electoral support in many working districts appears to indicate that the Peronist party no longer enjoys a monopoly as the champion of social justice.

The government, however, could find itself in difficulties if the CGT's militant supporters refuse to go along with a prices and incomes policy aimed at bringing the country's 400 per cent inflation to two digit figures by the end of next year.

The government is hoping to trade wage restraint in return for price controls, job creation, and 5 per cent growth.

## Argentine unions set for clash with Alfonsin

BY JIMMY BURNS IN BUENOS AIRES

UNION LEADERS of Argentina's Peronist-controlled trade union organisation, the General Confederation of Labour (CGT), have fired an opening salvo in what threatens to be a drawn-out confrontation with the recently-elected radical Government of Sr Raul Alfonsin.

The newly-elected Parliament is also preparing to debate a draft law which calls for direct elections of union leaders and minority representation of independent members on union boards.

Sr Alfonsin says he wants to democratise the union movement, but his opponents insist

the reforms aim to divide and weaken labour.

Last Friday Sr Alfonsin announced a 1,000 pesos rise on all salaries—equivalent to a 50 per cent increase in the current minimum wage. Union leaders had been demanding an increase of at least 80 per cent.

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## UK groups link with Indian fork lift makers

By John Elliott in New Delhi

TWO medium-sized UK engineering companies are linking up with India's two biggest industrial groups in Bombay and Calcutta for a major expansion of the Indian fork lift truck market.

Lancer Bois is finalising plans for production of seven sizes of trucks between 10 tonnes and 40 tonnes with Voltas of Bombay, part of the Tata Group.

Voltas already produces 55 per cent of the country's current annual production of about 800 trucks with designs derived from a former technical link up with Yale of the U.S. up to three tons. It had planned to link up with Kalmor of Sweden for the larger sizes but Kalmor did not want to go ahead immediately with technical transfer for production in India so Voltas switched to Lancer Bois.

The second company is Leading Forklift whose 12 to 40 tonnes trucks will be produced by Texmaco of Calcutta, a textile machinery and machine tool manufacturer which is entering this field for the first time. Texmaco is part of one of the Birla Groups of Companies.

Both deals involve technical collaboration and are the first for fork lift trucks in India for many years.

The Voltas license is for eight years and is paying a \$100,000 lump sum plus royalties at 5 per cent of sales. Production is to be gradually indigenised over five years with production building up from 12 trucks in the first year to about 60 in the fifth year.

Australia, Britain sign N-waste deal

AUSTRALIA and Britain have signed an agreement to study nuclear waste treatment and disposal. Michael Thompson-Webb reports from Sydney. The programme will start with favourable waste developed by the Australian National University. Michael Thompson-Webb, director of the Australian Nuclear Energy Commission, said his high-profile scientific establishment

is meeting with the Australian Nuclear Energy Commission to discuss the project in its

## WORLD TRADE NEWS

### Moscow may build major Pakistan power projects

BY MOHAMED AFTAB IN ISLAMABAD

THE SOVIET Union will help complete a \$277m, 630 Mw thermal power plant in Pakistan and will consider an invitation to help build a \$3.7bn multipurpose dam and a \$1.7bn nuclear power plant to help solve the country's critical agricultural and electrical power needs.

These projects are elements of a major programme to expand trade and economic ties between the two countries. The Soviet move to expand links with Pakistan emerged yesterday as a result of recent meetings in Moscow between Mr Ghulam Ishaq Khan, Pakistan's Finance Minister, and senior Soviet trade officials.

For the thermal power station, which is located at Multan, the Russians have offered to supply credits at "fairly soft terms," said the Pakistani Minister, and have agreed to sell Pakistan two deep oil drilling rigs worth \$6m to be repaid in exports of Pakistani goods.

The Soviet Union's decision to consider participating in the dam project, which is planned for Kalabagh, is the result of a Pakistan programme to construct a dam that would generate 2,400 Mw of power by 1985, and later to be increased to 4,200 Mw by 1995. The dam

### Taiwan plans to increase purchases from Netherlands

BY WALTER ELIAS IN AMSTERDAM

MR SUN-YUAN-SUAN, Prime Minister of Taiwan, has told the leader of a Dutch trade delegation in Taipei that Taiwan intends to increase its imports from the Netherlands by up to 40 per cent annually if that will make it easier for the government in The Hague to approve the construction of ships for the Taiwanese navy.

The Amsterdam shipyard, Wilton Fijenoord, is already building two submarines for Taiwan. The new orders could be for a further two submarines and a number of surface

vessels, to a value of as much as \$1.5bn (£560m).

Mr Willem Dijk, a former trade minister, who went to Taipei 10 days ago at the head of a team of Dutch officials and industrialists, said that Premier Sun was aware of the fact that building submarines and other vessels for Taiwan could cost the Netherlands orders elsewhere—notably with China.

Accordingly, Taiwan was ready to step up civil orders alongside those for military hardware. Taiwanese industrialists and traders would be told that imports from the Netherlands

were a matter of some importance.

If the authorities in Taiwan do go out of their way to stress the importance of Dutch trade, there is little doubt that new orders will follow.

## Rise in GDP puts 3% growth target in sights

BY PHILIP STEPHENS

THE BRITISH Government was confident last night that it will hit its target for 3 per cent growth in the economy. This followed the release of figures showing a healthy rise in gross domestic product (GDP) in the third quarter.

Provisional estimates from the Central Statistical Office (CSO) show that the average measure of GDP (at constant factor cost) rose by 0.8 per cent in the three months to end-September to give a year-on-year rise of 2.75 per cent.

The output measure, which the Treasury regards as a better guide to short-term movements, rose even faster, with a 1.2 per cent increase in the third quarter. It now stands 2.25 per cent above the level at the corresponding time in 1982.

The CSO said that construction output rose by 8.5 per cent in the third quarter, compared with the corresponding period in 1982, but this partly reflected unusual weather conditions.

Activity in the distribution and transport sectors rose by about 2

Lex, Page 10

## Curbs on Xerox relaxed

By Ian Rodger

RANK XEROX, the photocopier company, has been released from certain undertakings given to the Government after the Monopolies and Mergers Commission report on plain paper copiers in 1976.

These recognise the major changes in the copier industry since that time, when Rank Xerox dominated the market. It now faces widespread competition, particularly from Japanese companies.

Rank Xerox is no longer obliged to sell as well as rent. Selling is now a major part of Rank Xerox's business and it is unlikely to resume a rental only policy.

A requirement to tell the Director General of Fair Trading before any changes in its discount plan for large rental customers has also been lifted. Rank Xerox says this means it will be easier and quicker to change its complex pricing structures. However, the company will still be required to allow customers to purchase toter separately from copiers.

THE UK should upgrade incentives to overseas multinationals if it is to maintain its share of a diminishing world flow of foreign direct investment, a Department of Trade report said yesterday.

AMERICAN broadcasting company (ABC) and ESPN, the US cable sport channel owned by Getty Oil, are to take a substantial minority stake in Screen Sport, the UK cable television sports channel.

A BILL to empower the Government to limit local authority rate (property tax) increases was published yesterday. If approved by parliament, the powers would end centuries of freedom by authorities to set their own expenditure and tax levels. The Labour opposition attacked the measures as an "Orwellian nightmare."

TRADES UNION Congress leaders are expected today to authorise a further large-scale campaign against government plans to privatise sections of British industry.

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## Massey buys Rolls Diesels

By Ian Rodger

VICKERS has agreed to sell its Rolls-Royce diesel engine business to Massey-Ferguson, the Canadian farm equipment and diesel engine group, for £20m in cash.

The deal, which ends months of speculation about the future of Rolls Diesels, is evidence of confidence in Massey's prospects after three years of drastic retrenchment and two financial restructuring programmes. A group of UK banks is lending Massey £13.8m to help finance the purchase.

The deal advances Vickers' strategy of selling businesses which do not have a worldwide presence, at a price. The £20m proceeds represent a 35 per cent discount on Rolls Diesels' £31m net assets.

Mr Victor Rice, Massey chairman, said the purchase reflected the group's policy of concentrating on core businesses. The Rolls diesel range, which runs from 300-horsepower to 1,200hp, would complement the engines of the Massey-Ferguson subsidiary, Perkins, which go from 30hp to 300hp. It would enhance Perkins' world leadership in the markets for multi-purpose diesels.

Mr John Devaney, managing director of Perkins, based in Peterborough, Cambridgeshire, said the acquisition "expands us upwards with proven products, unlike our competitors who are coming down the range with new products."

THE ECONOMY of the U.S. traditionally a maker of large engines, has developed a line of smaller ones in the past three years.

About three quarters of Rolls engines are sold in the U.K., a quarter of them to the Ministry of Defence mainly for tanks. Perkins believes its strong international distribution network will help Rolls to increase its sales in overseas industrial markets. It also plans to become more active in the highly competitive commercial vehicle markets.

Rolls Diesels made a trading profit of £1.1m last year on sales of £25m. It has been producing about 5,000 engines a year, well short of its 11,000 capacity. Mr Devaney said manufacturing would continue at Shrewsbury, where 1,000 are employed. No major redundancies were foreseen.

Perkins makes about 190,000 engines and kits a year, about 70 per cent of capacity. Its turnover is about £300m. Together, Perkins and Rolls Diesels employ more than 7,000 in Britain.

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## ENERGY REVIEW

### Britain's analytical approach to renewables

BY DAVID FISHLOCK, SCIENCE EDITOR



Professor Sir Sam Edwards (left) and Dr Derek Pooley

TWO MEN have just been brought in to advise Mr Peter Waller, Secretary for Energy, on the controversial subject of renewable energy research and development. Britain's last month Professor Sir Sam Edwards, a doughty campaigner in the world of Whitehall, was persuaded to become chief scientific adviser on a part-time basis—a novel arrangement for Whitehall. As the Ministry of Defence is well aware, the stock-in-trade of this Cambridge physicist is blunt common sense, even when it is politically unpopular, and the rare ability to view a problem in completely new light.

More recently, Dr Derek Pooley, a chemist from Harwell, has joined him as chief scientist, seconded from the UK Atomic Energy Authority for three years. His job is to co-ordinate the department's research on new energy systems and energy conservation, a programme expected to cost about £22m this year, of which about £12m goes into renewable energy (see Table).

As Sir Sam sees it, his job is primarily to be chairman of Acord, the Advisory Committee on Energy Research and Development, which brings together the top scientists of all the energy industries and agencies, and one held in high esteem in the UK scientific world. Acord tries to define the broad strategy of non-nuclear energy research and development. Sir Sam has the rank of deputy secretary and thus the same access to ministers as his predecessor, Dr Anthony Challis, the former ICI executive who retired recently as chief scientific adviser.

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AMERICAN broadcasting company (ABC) and ESPN, the US cable sport channel owned by Getty Oil, are to take a substantial minority stake in Screen Sport, the UK cable television sports channel.

A BILL to empower the Government to limit local authority rate (property tax) increases was published yesterday. If approved by parliament, the powers would end centuries of freedom by authorities to set their own expenditure and tax levels. The Labour opposition attacked the measures as an "Orwellian nightmare."

TRADES UNION Congress leaders are expected today to authorise a further large-scale campaign against government plans to privatise sections of British industry.

THE ECONOMY of the U.S. traditionally a maker of large engines, has developed a line of smaller ones in the past three years.

About three quarters of Rolls engines are sold in the U.K., a quarter of them to the Ministry of Defence mainly for tanks. Perkins believes its strong international distribution network will help Rolls to increase its sales in overseas industrial markets. It also plans to become more active in the highly competitive commercial vehicle markets.

Rolls Diesels made a trading profit of £1.1m last year on sales of £25m. It has been producing about 5,000 engines a year, well short of its 11,000 capacity. Mr Devaney said manufacturing would continue at Shrewsbury, where 1,000 are employed. No major redundancies were foreseen.

Perkins makes about 190,000 engines and kits a year, about 70 per cent of capacity. Its turnover is about £300m. Together, Perkins and Rolls Diesels employ more than 7,000 in Britain.

THE ECONOMY of the industrial world emerged from three years of gloom, recession and stagnation during 1983 and returned to modest growth, according to the Bank of England Quarterly Bulletin published today. It gives a particularly favourable view of the state of the British economy.

The UK economy, having suffered a steeper recession than most, is now among the leaders. From having been among the most inflationary industrial countries, it is now among the low inflation ones, the Bank says. However, like the Organisation for Economic Co-operation and Development, the Bank has no great optimism for any significant fall in unemployment on present policies.

Since late last year, economic growth has resumed in the industrial world where output, after a slow start, has picked up to an annual rate of about 4 per cent with the pace being set by the U.S. The Bank warns that, while the large U.S. budget deficit may have had a helpful stimulatory effect on expansion, the prospective growth in the structural deficit is probably partly responsible for pushing real dollar interest rates to historically high levels. This threatens the continuation of the recovery.

"This has put upward pressure on real rates elsewhere. As a result, although there has been some decline in nominal rates, with falling infla-

tions, the economy appears to be

growing at almost 3 per cent per annum and we now seem to have reached a point where unemployment is no longer rising, an important watershed," the Bank states.

Increases in company profits and liquidity in industrial countries, together with improving confidence due to lower inflation, might bring about a stronger growth in business spending than indicated from the state of demand and capacity utilisation.

Employment, although rising, is growing at only about the same pace as the labour force. Unemployment is therefore likely to stabilise at its present level, except in the U.S. where it has already fallen markedly.

The Bank says that the debt problems of the developing world still represent a longer-term problem, both in terms of the countries' growth rates and their demand for industrial countries' exports.

Lower nominal interest rates and oil prices had helped many of these countries, although the rise in the value of the dollar had worked the other way. Although the financial difficulties had forced developing countries to cut their aggregate trade deficit to half the 1981 level, there might still be need for further adjustments in some cases.

Within the world economy, UK growth and inflation had recently been close to the overall averages of industrial countries and better than in much of Europe.

The economy appears to be

growing at almost 3 per cent per annum and we now seem to have reached a point where unemployment is no longer rising, an important watershed," the Bank states.

The test centres on whether the Energy Department should fund a planned demonstration windmill in the Orkneys, now ex-

pected to cost more than £5m.

The best estimate only 18 months ago, before detailed design was

begun by the Wind Energy Group (Taylor Woodrow and

figures in £m)

British Aerospace) was about £5m.

Sir Sam—with long experience of the escalating cost of defence projects—takes a highly sceptical view of projects that leap in estimated cost so quickly. He will want a lot of assurance that no big technical uncertainties still remain, to be uncovered once the project has started.

The big windmill comes before Acord next year.

"My view is quite unequivocal. I think they must fund it," Dr Pooley says. It is the heart of Britain's wind power programme, which has already progressed much further than wavepower for a smaller investment.

A 250-kW prototype windmill—"probably the most highly instrumented windmill in the world"—has been operating at the site planned for the big one since July. In Dr Pooley's view, "it's doing rather well. It incorporates many of the features of the big one.

The additional year has confirmed Acord's conclusions. If anything, the results suggest that the cost of harnessing waves by any of the eight mechanisms under investigation will be even higher than was forecast early in 1982.

Abandoned, wave power has replaced it as the most promising alternative for electricity production. Whereas the U.S. has shown no interest in wavepower, it spent prodigiously on large-scale prototype investments of the kind that accounted for most of the U.S. money.

Now Britain is in a position to develop large windmills of 3-4 megawatts peak output. The Energy Department's spending also rose steadily to become the biggest single item this year, at £4.8m.

Wind power is likely to be the first big test for the Energy Department's new science advisers. As with wave power, the more they learned about the technology from their research programme, the more complex it grew, in efforts to overcome the big handicaps of nature, such as the variability of the wind, from gale-force to nothing.

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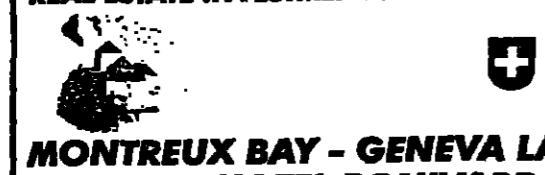
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## CONTRACTS AND TENDERS

REPUBLIQUE ALGERIENNE DEMOCRATIQUE  
ET POPULAIRE

(Algerian Popular Democratic Republic)

MINISTERE DE L'ENERGIE ET DES INDUSTRIES  
PETROCHIMIQUES  
(Ministry for Energy and Petrochemical Industries)

ENTREPRISE NATIONALE "SONATRACH"  
(National Company "Sonatrach")

NOTICE OF NATIONAL AND INTERNATIONAL CALL FOR  
TENDERS

The Directorate for Production is launching a national and international call for tenders for the supply of:

1 Lot of spare parts for Gas Turbines FR 5,000.

This call for tenders intended for manufacturing companies only and excludes amalgamations, representatives of companies and any other intermediaries etc., in conformity with the provisions of the Law No. 78-02 of 11 February 1978, with respect to State Monopoly on Foreign Trade.

Tenders interested in this call for tenders may obtain the specifications through their embassy from SONATRACH - Direction Production - 8, Chemin du Réservoir - HYDRA - ALGER (ALGIERS), Département Approvisionnement et Transports (Department for Supplies and Transport), with effect from the date on which this notice is published, together with a remittance in the sum of: 500 DINARS.

Offers, of which 12 copies should be prepared and sent in a double sealed envelope, by registered post. The outer envelope should be worded as follows:

"APPEL D'OFFRES NATIONAL ET INTERNATIONAL  
(NATIONAL AND INTERNATIONAL CALL FOR TENDERS) No.  
MA 070/83." "A NE PAS OUVRIR CONFIDENTIEL" (DO NOT  
OPEN CONFIDENTIAL). The final date for submission of tenders is two months with effect from the date of the publication of this notice.

Any submissions received after this date will not be accepted.  
Selection will be made within 180 days of the closing date of this call for tenders.

REPUBLIQUE ALGERIENNE DEMOCRATIQUE  
ET POPULAIRE

(Algerian Popular Democratic Republic)

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NOTICE OF NATIONAL AND INTERNATIONAL CALL FOR  
TENDERS

The Directorate for Production is launching a national and international call for tenders for the supply of:

Special Tubing Heads (Têtes de tube spéciale).

This call for tenders intended for manufacturing companies only and excludes amalgamations, representatives of companies and any other intermediaries etc., in conformity with the provisions of the Law No. 78-02 of 11 February 1978, with respect to State Monopoly on Foreign Trade.

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## THE ARTS

Television/Chris Dunkley

## An upbeat end to a weak year

After a rather slack year in the field of one-off drama there has been a sudden rush of productions in the last few weeks. Not only did we have that notorious clash between *An Englishman Abroad* and *Saigon: Year Of The Cat* (entirely the fault of ITV, according to the BBC just as last week's clash between *Art Review* of this Year and *Arrows* was entirely the fault of the BBC according to Channel 4), but since then we have had *Good And Bad At Games* and *Firms*, *To The Phoenix* in *Film On Four*, *Videoesters* and *The Aerodrome* on BBC1, and *The Blue Dress* and *Heartbreak Hotel* on BBC2. Of these the best were Howard Schuman's pessimistic but hilarious satire about cable television, *Videoesters*, with its wit and knowing exposure of the *lure* of style, and *The Blue Dress*, directed by Peter Hane, where the non-terrible mourners in the Aerodrome funeral but the whole business is now as much of a cliché as the cutaway to funerals. It is hard to remember a drama of any description, one off, series, serial, ITV or BBC, contemporary or period, in the last six weeks which has not contained the long shot through the trees to the black and white clerical gear, the closeup on the coffin as the earth starts to clatter down, and the slow tearful departure of mourners in the rain. Admittedly the sun was out in *The Blue Dress* funeral, and the non-terrible mourners in the Aerodrome funeral but the whole business is now as much of a cliché as the cutaway to

upgrade her accent (with partial success as on old tape recording, prove). But once has the thing taken off and down—now when Clive James was on it, not when it became him, nor in its newest form as *After Midnight* with Auberon Waugh, Hunter Davies and so on taking turns at sharing the presentation. But this season's series has proved one somewhat astonishing fact: Ken Livingstone is a television natural. If LWT had the courage to build the right series around him, and if only Livingstone would agree, they might have

sublimely simple: big Ronnie Barker is talking to little Robin Corbett in the changing room of the squash club where Corbett is serving. Barker has never played before. "I won? Oh that's good," he says, "how many goals did I score?" It transpires that he has effortlessly thrashed Corbett four times but all the details have to be extracted from the seething loser by the jovially naive winner. A less astute pair would have had the small man beat the larger and would have achieved a blow and prediction. The *TV Times* has sustained the surprise all the way through. In the end Barker refuses a return match because he has to go to a place called Lords to meet two fellows called Willis and Botham to play some other game called cricket or something. Few sketches have critics rolling of sofa but this one did.

\*

Whoever would have dreamed about a week BBC2 programme about the ins and outs of the law and lawyers could develop into one of the most compelling current affairs series on television. *Out Of Court* has often been intriguing but recently with punchy presentation from David Jessel and Sue Cook and more outspoken scripts than ever it has become regularly fascinating. The description last week of the "sheer ineptitude" of the Whitehall department responsible for dealing with unclaimed legacies was tremendously encouraging: we certainly need the legal establishment to keep an eye on other estates of the realm but we also need brave journalists to keep an eye on the sillier excesses of lawyers. *Out Of Court* now seems to thrive on doing just that.

\*

A number of readers including the producer of the series have commented upon the reservations expressed here last week about the title of BBC2's *Dance International* which I thought should have been called *Ballet International*. Writing from Cheltenham, for instance, Philip Aplin says: "Surely the word 'ballet' has come to imply classical ballet, while the word 'dance' has a more general meaning covering the entire spectrum from classical ballet to disco... the only classical ballet in the series is *Romeo and Juliet*." But that is not irreconcilable with my point: to title a series as broad as *Dance International* one would have to include Greek folk dancing, or eighteenth century, the haka or the rumba and, indeed, disco dancing (if not all of them plus a great deal more) whereas this series consisted exclusively of European ballets: five modern and one classical.

\*

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\*



Richard Johnson, as the Air Commander in Aerodrome

crashing waves at the climax of old Hollywood love scenes.

Again and again London Weekend Television uses its late night slot on Saturday to try out "sophisticated" talk shows which they presumably hope will prove good enough to move onto the full ITV network. But again and again they turn out like-warm semipolos which lack the zing and sparkle necessary to keep the viewer in front of the box at that time on that night. It isn't that presenter Janet Street-Porter does not try hard enough, on the contrary you can see her trying like mad: trying to be offbeat, trying to be a bit daring, even trying to be a bit daring, even trying

winner on their hands at last. Livingstone has a sense of humour, readily pokes fun at himself, and appears to be at home with absolutely everyone. Moreover he is quick. If the Tories do manage to destroy the GLC they may be doing television big favour.

Welcome back yet again to *The Two Ronnies* who proved in the first of their new BBC1 series that given the right material, they are still the best comedy team on television. I dearly wish I had laid down their squash sketch on videotape so that I could go back to it like port and gloat over it in years to come. The idea is

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## FINANCIAL TIMES

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Telegrams: Finantimo, London PS4. Telex: 8954871  
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## Hard choices in France

THE FRENCH Government has run into grave trouble at the very outset of its efforts to ensure that the necessary restructuring of French industry is carried out in a humane fashion. It has dissuaded the Peugeot concern from closing the Talbot plant at Poissy, only to see the workforce revolt against the number of redundancies still proposed there. The trade unions concerned initially appeared to welcome the new plan, but have been pushed into a much more ambiguous attitude by the shopfloor revolt.

It has been accepted for some time now that French Government that restructuring and redundancies are inevitable throughout industry, and especially among motor manufacturers, coal mines, steel mills and shipyards. At least in principle both the Communist and Socialist trade union federations have accepted that need.

## Ambiguous

As events at Poissy have shown, it can be a long step from such acceptance in principle to agreeing to specific redundancies or closure. The Minister for Industry, M. Laurent Fabius, a Socialist, has spoken of ensuring "technological change with a human face," as he put it. But the Socialist CGT and the Communist CGT union federations have accused him of acting without due consultation with them and of being prepared to close a plant that remains viable.

The Communist Party is in a particularly ambiguous position. It was one of its ministers, M. Jack Ralite, who negotiated the deal with Peugeot that is threatening to come unstuck. Yet the Communist-led CGT has taken up the cudgels for the rebellious workforce and the party is proposing to make unemployment its main policy issue. That raises the prospect of a long series of disputes similar to that at Poissy as industry adapts to the needs of the age. The government forecasting agency, INSEE, gave some inkling of the scale of the French problem when it estimated that 500,000 industrial places of employment would have to go by 1988.

It is understandable that the Communist and Socialist unions should be alarmed by the prospect. They are coming under pressure from the shop floor. They also need to keep an eye on rival trade union federations

## Battle ahead

Their doing so could greatly add to the pain of industrial restructuring. Union leaderships could ultimately bring about more rather than fewer redundancies by undermining the viability of the employers—their private concerns or state-owned. The Government must act itself when the plan save Poissy provided the right balance between humanity and necessity, or whether it meant too heavily against inevitable change.

The battles will have to be fought not only between unions and management, but also between union leaderships and the rank and file; between unions and Government; and within the Socialist-Communist coalition headed by M. Pierre Mauroy, the Prime Minister. There is a measure of parallelism there with the conflicts between Left and Right in the British Labour Governments of the 1970s. Those battles ended with the discrediting first of the Left, then of the whole Labour Party, and with the need for industrial restructuring as stark as ever.

One may safely forecast that tensions such as those at Poissy will be repeated elsewhere, though not in the same form. But those tensions should be controllable. For a start, the Socialist and Communist union leaderships are committed to their respective political parties and lack the power to shape party policy that the British unions used to possess under a Labour government.

Within the coalition the Communist Party cannot afford to pursue too independent a line unless it wishes to forgo the benefits it has derived from membership in the Cabinet. Under these circumstances the Socialists, who are the dominant party in the Cabinet and in the National Assembly, can afford not to be deterred from their intention to press ahead with the necessary adjustment of French industry.

## Sledgehammer Bill for rates

SINCE it came to power the Thatcher Government has introduced successive bills which have resulted in more and more detailed central interference in local government affairs. But it always said, through successive Conservative ministers, that it would never take the ultimate step and turn local government into local administration of central decisions by limiting councils' freedom to determine their own levels of expenditure and taxation.

Now it is proposing to do just that. The bill unveiled yesterday will enable the Environment Secretary to impose his idea of a suitable rate on all councils from 1985. It also gives him reserve powers to impose his idea of a suitable rate on all councils he thinks it necessary. No amount of assurances about this being a measure of last resort can alter the constitutional implication of having such an unprecedented power on the statute book.

## Election pledge

The Conservatives, who had been unable to find any way of carrying out their former election pledge to abolish the rates, needed a substitute last May to include in the election manifesto. The answer was hasty and unsatisfactory. The only available thought was the rate limits paper which Mr Leon Brittan, then at the Treasury, had proposed to Cabinet on at least four occasions, without attracting a single voice in support.

Apart from the constitutional issue the Government is building a sledgehammer to crack just a few nuts. In spite of the rebates which shelter voters from the full burden of rates, it is only in a few places that spending is so out of proportion to the costs borne by voters that they quite rationally vote for more. This arises because the block grant system, which has always been designed to leave marginal expenditure to fall on the voters, is not working as intended.

There are no persuasive macro-economic reasons for the Government to want to control individual council's spending.

## Sideswipe

Interference from the centre is hardly a suitable substitute for a solution to the real cause of the problem: the local tax base is too narrow for too great a burden (a large part of the extra burden being due to the grant cuts and penalties of recent years) and too many people are either exempted from the rates or so cushioned through rebates and subsidies that the real impact of expenditure decisions fails to hit home. That is why local democrats can produce irresponsible results.

The Bill is a barely disguised attempt to sidestep the central problems. Parliament should dismiss it, forcing the Government finally to tackle the very pressing difficulties of local government finance and structure, strengthening accountability while preserving the freedom, variety and democracy which ought to be its lifeblood.

BETWEEN 8.55 and 9.00 pm one night earlier this month, former Vice-President Walter Mondale raised \$1.5m. Over 125,000 well-wishers flocked to neighbourhood gatherings in all 50 States of the Union to watch his first nationwide TV commercial and make their own small contributions to his campaign to be the next President of the U.S.

At about the same time, six of the eight declared candidates for next year's Democratic presidential nomination, including a reluctant Mr Mondale, spent three days on a "fly around" trip to five major cities in an effort to demonstrate party unity and raise money for the 1984 election campaign. The result: bickering and backbiting and a net take of \$1.1m—way below target and considerably less than the Mondale TV spectacular raised in five minutes.

With just over two months to go to the formal opening of the Democratic selection process, two things are clear. The first is that, by any conventional measure, Mr Mondale is away ahead of the pack. The second is that the Democrats, at least on present form, are in little shape to face up to President Ronald Reagan, if, as is virtually certain, he runs for a second term in the White House.

Mr Mondale's fund-raising coup was not only intended to swell his already bulging campaign coffers. An equally important aim was to demonstrate the massive strength of the organisational machinery with which he hoped to secure the nomination well before next July's National Democratic Convention in San Francisco.

Since the Democratic race opened in earnest in September, Mr Mondale has had things much his own way. His closest rival, the former astronaut, Senator John Glenn of Ohio, has so far failed to gather the momentum he had hoped for, while Mr Mondale's control of traditional party and political levels has given him an almost unbroken string of powerful endorsements.

Mr Mondale has now won the official backing of nearly every organised labour group in the country, including the AFL-CIO, the largest trade union federation, and the National Education Association (NEA), the biggest teachers' union. Earlier this month he won the backing of the National Organisation of Women (NOW), the pioneer of the American women's movement and, significantly, the black wing of the Alabama Democratic Party.

Mr Mondale hopes to have raised \$3.5m by the end of 1983, which should earn him an extra \$4m or more in the Federal "matching funds" available under U.S. electoral law. Mr Glenn is hoping for between \$3m and \$7m by the end of the year, qualifying for \$2m to \$3m worth of matching funds. Both men aim to spend the legal limit of \$23m to \$25m by the convention.

Mr Glenn's campaign techniques tend to cost more than Mr Mondale's with greater emphasis on expensive publicity and TV commercials. But despite Mr Glenn's efforts, the latest Washington Post/ABC news poll shows Mr Mondale forging ahead with 49 per cent of registered Democrats naming him as their first choice, against only 23 per cent for Mr Glenn.

Mr Glenn is a wooden, often dull speaker, who has so far largely failed to put clear policies across to wide sections of the country. "There's no meat on his bones," says one Georgia politician.

Everyone knows that Mr Glenn was an astronaut (many people mistakenly believe that he went to the Moon). But his personality does not seem to live up to expectations, and even the glamorous movie *The Right Stuff*, glorifying his exploits as the first American to orbit the Earth, has so far produced less than a box office sensation.

In a bid to assert himself before it is too late, Mr Glenn has now gone on to the attack. He accuses Mr Mondale, with some justification, of catering to special interests, promising everything to everyone, favouring spending policies that will produce enormous deficits and, less justifiably, being weak on defence.

The aim of the Glenn camp is to prove its thesis that Mr Mondale is too liberal and too much of a party hack, to be elected president, even if he wins the nomination. Mr Glenn hammers home the message that—at least until recently—he has consistently run better in polls matching him against Mr Reagan than Mr Mondale. His view is shared by not a few political analysts, who believe that while Mr Mondale's courting of the party faithful may win him the nomination, it

may lose him the support of the general public in the actual election.

So far, however, the Glenn assault has been fairly easily repelled by Mr Mondale, who is nothing if not fast on his feet.

The publicity given to the sparring between the two men has irked most of the other candidates, who complain bitterly that the media is unjustifiably turning the contest into a two-horse race.

According to the same Washington Post/ABC Poll, the so-called "second tier" line-up is roughly as follows: Mr Jesse

McGovern, Mr Hart, Mr Cranston, Mr Hollings and Mr Jackson.

Everyone knows that Mr Jackson, the Chicago-based black activist, 10 per cent; former South Dakota Senator George McGovern, 8 per cent; Senator Alan Cranston of California, 5 per cent; Senator Gary Hart of Colorado, 2 per cent; former Florida Governor Rubin Askew, 1 per cent; Senator Fritz Hollings of South Carolina, zero. (Others/no preference, 2 per cent.)

Those towards the bottom of the list are short of money, and several have already trimmed their staffs—they have to remain official candidates until next year to qualify for the matching funds that many of them need to pay their debts.

The elderly but fit Mr Cranston, who is focusing on the single issue of nuclear disarmament, has raised a respectable amount of funds: the "tele-

thon" he is an obvious threat to Mr Mondale in the South, where Mr Mondale needs to beat Mr Hart in three key swing primaries (Alabama, Georgia, Florida). Even in the Southern states, Mr Mondale has been overhauling Mr Glenn who, with his more conservative image, has once been expected to sweep the South.

However, Mr Mondale has hitherto been relying heavily on black votes to do the trick and these may now go in considerable numbers to Mr Jackson.

Mr Jackson's candidacy is not supported by many black leaders, who regard him as an opportunist and fear that he will take votes away from liberal whites, such as Mr Mondale, who have a more realistic chance of beating Mr Reagan. But Mr Jackson is a fierce

champion of civil rights and a strong advocate of women, minorities and organised labour. He could be seriously damaged by fresh trouble abroad, particularly in the Middle East and Central America, and also by the breakdown ofздоровые and generally frosty relations with Moscow.

The rules were indeed changed in 1981, largely at the behest of party stalwarts like Mr Mondale and Senator Edward Kennedy, precisely to make it more difficult for late-running outsiders like Mr Jimmy Carter and Mr McGovern before him, whose successes were seen by the establishment as having damaged the party.

What Mr Jackson specifically objects to are "winner-take-all" provisions in some states and a threshold of 20 per cent in other states where delegates are chosen by proportional representation.

Another new rule favouring Mr Mondale is one that allows other states to move the dates of their primaries and primaries forwards, closer to Iowa and New Hampshire, leading to the so-called "front-loading" of the selection process. Almost half the delegates will be chosen in the first 36 days of the primary season which begins with the Iowa caucuses on February 27, although the precise date is still in dispute. Front-loading is thought to give a marked advantage to front-runners.

The disadvantage, as the Mondale camp sees it, is that as a front-runner, Mr Mondale is expected to win every single poll and vote to avoid losing his grip on the nomination. One single "bloopo," the pundits say, could also be the end of him, but Mr Mondale has not put a foot wrong so far.

Mr Jackson's main impact so far has been simply to show up the dullness of the other contestants. Mr Jackson is a fiery orator, who, alone among the

other candidates, has the gift of genuinely moving an audience. His talents stand out at a time when the Democrats are painfully short both of charismatic leadership and of convincing alternative policies to Mr Reagan's.

For the first two years of Mr Reagan's presidency, many Democrats moved rightwards in a bid to prevent him walking away with the centre.

Now, with the economy improving and Mr Reagan riding a peak of popularity, the Democrats are not sure where to turn. Many of them are caught with picnics. If the Democrats still feel that they are vulnerable to the still widely effective charge of being "soft on communism" if they call for more social spending, they are vulnerable to the charge of fiscal irresponsibility—both accusations that Mr Glenn has already levied against Mr Mondale. Calls for tax increases on the other hand, are risky in an election year.

Mr Reagan remains vulnerable on what is known as the "fairness" issue—favouring the rich over the poor—and his perceived lack of enthusiasm for civil rights and the interests of women, minorities and organised labour. He could be seriously damaged by fresh trouble abroad, particularly in the Middle East and Central America, and also by the breakdown of *健康发展* and generally frosty relations with Moscow.

Yet the Democrats have so far failed to capitalise very heavily on most of these issues, on which as a broad-ranging coalition, they do not necessarily agree among themselves. Mr Tip O'Neill, the Speaker of the House of Representatives, has provided a rallying point in the Democratic House. But national leadership has been lacking, and a possible chance to restore it was lost when Mr Kennedy dropped out of the Presidential race in September 1982.

Meanwhile, many of the Democrats' traditional supporters, especially women and minorities, are increasingly openly warning the party that their continued backing cannot be taken for granted. The liberal, middle-class baby boom generation, now in its 30s, remains deeply cynical about the Democratic leadership, and indeed the whole political process.

Once they have selected their candidate, the Democrats will certainly do their best to rally behind him. The White House says it believes that Mr Reagan faces a tough race and argues that his current popularity is in one sense dangerous, in that his lead (reportedly a good 16 per cent over both Mr Mondale and Mr Glenn) according to the latest private White House soundings can only come down.

It is still early days, but some Democrats, as election year approaches, are already beginning to adjust their sights to 1988.

## Men &amp; Matters

## Stock move

The nomination of John J. Phelan as new chairman and chief executive of the New York Stock Exchange has the "Big Board" as it is popularly known, neatly dovetails the old and new in market operations.

Even if it were acceptable to force councils to meet the Government's arbitrary and inconsistent targets, against which grant is allocated or withheld, the proposed selective powers would be bound to fail. Less than 200m of the total 220m expenditure could be saved if the rate limits were to be set softly enough to avoid the collapse of local service and the inability of the 20 or so unlucky "hit list" councils to fulfil their statutory obligations.

So ultimately the only explanation can be that the bill is an ill-considered response to the pressure which is supposed to exist against rate bills in general and Labour councils in particular.

Another top British Ship-builders manager leaves his berth next month.

Ken Douglas, who launched the SD14 cargo ship concept in the 1960s, and who later spent several years with the ill-fated Upper Clyde Ship-builders, will step down as managing director of the UK's largest shipyard in Sunderland.

Douglas, aged 63, was formerly managing director of UCS, which fell to the liquidator in 1971. After the "work-in" at the Govan yard, the Government-backed Govan Ship-builders emerged as the much slimmer survivor.

The Bill is a barely disguised attempt to sidestep the central problems. Parliament should dismiss it, forcing the Government finally to tackle the very pressing difficulties of local government finance and structure, strengthening accountability while preserving the freedom, variety and democracy which ought to be its lifeblood.

Looking at the Clyde industry now, with Govan running out of work and Scott Lithgow

on the Lower Clyde hit by British oil's cancellation of a rig order, he comments, "It's pretty grim all round."

But his earlier days at Austin and Pickersgill, where he was managing director in the pre-nationalisation 1960s, bring back happier memories. It was there that he came up with the notion of the SD14 general cargo vessel as a successor to the ageing U.S. Liberty ships.

Over 200 SD14s have been built, some overseas.

Douglas, who is taking early retirement after his second spell at Austin and Pickersgill, sees strongly that European yards should have combined to meet Far Eastern competition. "They would have had a better chance of survival."

Succeeding him in what looks to be a turbulent time for the industry will be George Parker, aged 55, now the head of BS's shippair repair activities.

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John Plender gives a personal view of London Stock Exchange reform

# The risks of being too radical

THERE IS something both exhilarating and dangerous in the radicalism that the present Conservative Government is bringing to its dealings with the City. Regulatory change is blowing away decades-worth of detritus from a heretofore sheltered preserve. Yet huge upheavals in the financial system have a nasty way of catching regulators on the wrong foot, pushing up interest rates and blowing down financial houses.

The sheer speed of the present change in the City bears thinking about. Like the earlier move in 1979 to sweep away the complex network of exchange controls, the Government's July decision to halt the Office of Fair Trading's court action against the Stock Exchange was sprung on the Commons with little warning.

Proposals for a phased move towards the abolition of fixed commissions were accompanied by an assurance that investors would be protected through the preservation of "dual capacity" — the arrangement whereby the function of the jobber, who deals for his own account on the Stock Exchange floor, and the broker, who acts as agent for the investor, are kept separate.

Less than five months later half the financial institutions in the City seem to have had take-over talks with the other half — and with a posse of foreign suitors too.

The authoritative City Capital Markets Committee argues that "the probability is that fully negotiated commissions will, in the end, make the jobbing system and hence single capacity impossible to maintain." Most people expect fixed commissions to go out not with a whimper but a bang.

Mr Alex Fletcher, minister at the Department of Trade and Industry with special responsibility for City affairs, has declared himself unafraid of "dual capacity," in which the role of agent and principal is combined. Fresh from a trip to the United States he told the Financial Times in a recent interview that "this is a time for pretty fast change." There is a need," he added, "for more financial conglomerates."

Meantime Bank of England officials appear uncharacteristically sympathetic to innovation. They describe their attitude to the blurring of boundaries between different types of fin-



The trading floor of the London Stock Exchange.

ancial institution in terms of asking "why not" instead of "why." Yesterday's Bank of England bulletin gave an official blessing to the development of financial conglomerates.

When ministers and officials egg City institutions in this way it is important not just to hold on to one seat but to ask whether the pilotes are using any navigational equipment.

The positive side of the equation is that the government has positioned the London Stock Exchange behind its protective wall of fixed commissions and pension funds have become uncompetitive in an increasingly international market.

Single capacity has not provided the requisite liquidity for an increasingly institutional market: insurance companies and pension funds have grown (and grown more like-minded) while jobbers have not. This institutional dominance affords an easy wholesale living to brokers as long as commissions are fixed; marketing skills have been forgotten.

But is the proposed remedy any better than the disease? Dual capacity in securities dealing would represent a structural revolution for the Stock Exchange and a considerable regulatory challenge. There is more experience of financial conglomeration in Britain, but it is scarcely encouraging.

The defensive lessons of the May Day move in 1975 to negotiate commissions on the New York Stock Exchange are broadly understood in London.

Less clear is whether the opportunities offered by dual capacity and financial conglomerates really do offer an escape route from undercapitalised parochialism. There is no guarantee that British equivalents of Goldman Sachs, Salomon Brothers, will emerge into the brave new Stock Exchange world, promptly adjusting bid and offer prices on shares to compensate for the loss of commission income.

The function of jobbers is not only to make a market liquid but to set a price at which the whole market deals.

For small companies a single principal may act as a single maker, which will probably continue to widely hold shares smooth price movements depend on a free flow of dealings between principals.

Arbitrage works in the U.S. principal because there are numerous houses with which to deal on a big scale. Unless stamp duty is abolished in Britain or the rules for exemption are otherwise changed, it is hard to see such a market emerging. In practice the last word in competitive aggression would be lacking even if it did, since Whitehall and Bank are at one in wanting to preserve a strong British presence in all parts of the market.

Those foreigners that do come in will probably not be

much interested in common or garden British equities. The more attractive bait lies in such things as the arbitrage opportunities in Europe that come from 24-hour international dealing. If American brokerage houses and banks buy at the top of the bull market, the money remains small beer for them.

Not so for the heavily protected domestic talent. One of the lessons of 1975 on the NYSE was that one could survive with weak accounting procedures and weak financial control in a market protected by fixed commissions and in a more competitive climate. Brokers proved less adept at managing than marketing. Many who expected to be May Day beneficiaries (Weeden, Wainwright Securities) have since gone into the wall.

The participants with the greatest interest in the domestic equity market mechanism are arguably the big investment institutions. Their stake in the system is such that it might be worth their while to take on more of the risks inherent in market-making. In practice, however, most are temperamentally disinclined to take options on an uncertain future.

No insurance company, for example, has so far responded to the powerful signals that Whitehall is sending to the City on this score.

Instead it is the merchant bankers, brokers and financial services groups that have jumped. Most have more muscle than the financial bros by international standards and undercapitalisation is endemic in those merchant banks where family interests remain dominant. Is there a risk that we could end up with the worst of both worlds — little gain in liquidity and much reduced investor protection?

The response to Professor Jim Gower's report, due in the New Year, may already be a foregone conclusion. But Mr Fletcher implied recently that if we move towards a world in which foreign houses play a greater part in which dual capacity is accepted and where financial conglomerates are the norm, a reinforced statutory framework will be necessary.

He does, however, see these purely as reserve powers and would prefer to leave the Stock Exchange to regulate itself as far as possible. For its part, the Bank determinedly believes that the existing statutory powers require only modest amendment.

The innate caution of central bankers, however unappealing, constitutes a vital part of the checks and balances that operate in the financial system.

If the central bankers do not apply the brake, no one else will.

When officials in Threadneedle Street start asking why not, instead of why, the time may have come to build an ark.

Officials believe that the different activities can be insulated by "Chinese Walls" and separate physical or corporate arrangements, thereby neutralising conflicts of interest.

The trouble with these traditional forms of insulation is that they can prove elastic as experience with the Lloyd's insurance market has shown. In bear markets they sometimes turn out to be in all the wrong places.

To quote just two examples, in 1974 the Solicitors' Law Stationery Society pension fund, investment client of Slater Walker Securities, lost more than half of its beneficiaries' money as being held uninvested in the hands of the Slater Walker group when Slater Walker's own banking deposits were under pressure.

At the same time, Jessel Securities' insurance subsidiary London Indemnity turned out to have a large stake in the parent's loan stock at a time when its own capital needs were threatening the solvency of the parent itself. In neither case did the law of self-regulation stand in the way of conflict or pyramid-type risks.

The year 1974 was also instructive about agents-turned-principals. In the late 1960s the semi-official Crown Agents concluded that they could not survive acting as agents for their clients and decided to start dealing on their own account. The subsequent imprudent plunge into own-account dealing led to collapse and rescue by the government.

Is it stuffy to hark back in this way to the exceptional circumstances of 1974? Maybe — but there is too much at stake in the stability of the financial system to leave the questions unasked. It is as well to remember that the secondary banking fiasco of 1974 had its roots in the policy of competition and Credit when government and Bank were similarly anxious to bring fresh air into competitive freedom into the financial system.

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## Letters to the Editor

### Overcapacity in the electricity supply industry

From Mr I Jones

Sir — Mr Baker (December 2) suggests that in my article on Sizewell (November 29) I misrepresented the board's case, and was selective in my choice of evidence. Both traits are unfortunately evident in his own letter.

I did not suggest that there is any contradiction between the Central Electricity Generating Board's case and Mr Howell's statement — merely that the emphasis was very different. I still maintain that the board was not adequately developing the future diversity of insurance case for Sizewell which Mr Howell emphasised.

The reason is clear. Even in the least favourable of the so-called "scenario cases" examined by the board, Sizewell earns more than the 5 per cent minimum return required on cost-saving projects in the public sector. Hence, there is no question of any cost "premium" to be paid against possible adverse outcomes on coal and oil prices. Yet while UK coal prices are forecast to increase by about 2 per cent in the medium term from 1980 onwards, in the central case examined by the CEGB, even the least favourable outcome against which the economics of the project have been tested has assumed a 1½ per cent per annum increase.

In his letter of November 20, Mr Noorduyn (of Shell Coal) wrote that he did not expect any significant increase in world market coal prices for the next 10 or even 20 years. On the basis of evidence submitted to the inquiry, this is an entirely plausible, though not necessarily a "central" case. In such circumstances, it is perfectly reasonable that there would be no real increase at all in the UK price of power station coal between 1980 and the turn of the century. The true nature of the downside risks to the project has therefore not been properly exposed

in the board's analysis. Had it been, the insurance argument for the project might have been more vigorously pursued by the CEGB, as it has been, for example, by the Electricity Consumers' Council who have submitted a brief of evidence to the inquiry on the subject.

Mr Baker writes that the CEGB "is still to make a major submission to the inquiry on project management." Like Sir Alastair Frame on day 124 of the inquiry, I find it "extraordinary" that nearly four years after Mr Howell's statement to the House of Commons, and only six months before the CEGB had originally expected construction work on Sizewell to begin, the CEGB and the National Nuclear Corporation have still not "got their act together." Under cross-examination Sir Alastair also said that he would have gone outside the board's own organisation for a project director, that he did not believe the customer should get deeply involved in project design, and that the board would have established a "clear cut client organisation" whose job was to make sure that it employed the best engineers, the best companies in the world — British or else — to complete the programme on time." Are these views closely in line with the board's latest proposals, as Mr Baker appears to suggest?

Although the CEGB has prepared forecasts of the real bilateral sterling-dollar exchange rate, the real effective sterling exchange rate is in many ways a more useful measure both for assessing the implications of long-run changes in UK competitiveness, North Sea output, etc. and for converting long-term forecasts of world market coal and oil prices into UK import prices. In fact, as Mr Baker should know, the CEGB expects both the real effective and the real bilateral exchange rates to have declined by 40 per cent from their 1980 levels by the turn of the century. The latter rate

has indeed fallen by about 30 per cent since 1980, largely reflecting the increase in the real effective rate of the dollar. By contrast, the real effective rate of sterling has declined by little more than 10 per cent over the same period. Many observers, including presumably the CEGB, who also assume the real effective rate of the dollar to remain unchanged at about its 1980 level, now regard the dollar as being over valued by as much as 20 per cent.

Mr Baker states that in the board's "middle of the road" case for Sizewell, the return is "over 9 per cent." A figure of 9 per cent is, in fact, the upper limit of a range (from 7 per cent to 9 per cent) given to the inquiry by Mr Baker himself at an earlier stage. This range, however, has since been narrowed by one of 6.8 per cent to 8.2 per cent. The 7.5 per cent rate of return shown in my diagram was the mid-point of this latter range. I am happy to take Mr Baker's word that the latest figures do not include savings from plant decommissioning. I would be surprised, however, if this item altered the rate of return by more than a fraction of a percentage point.

Mr Baker's remarks on deferment are puzzling. The issue of deferment only arises if early construction of the project is expected to yield lower costs over its lifetime. If fuel prices remained stable until the mid-1990s, while construction costs were higher and plant performance worse than the CEGB's projections, would there be a case for building Sizewell early on grounds of cost reduction?

In summary, nothing in Mr Baker's letter causes me to revise my assessment that, as a cost-saving project built in advance of demand, Sizewell is "strictly marginal."

Ian Jones,  
National Institute for Economic and Social Research,  
2, Dean Trench Street,  
Smith Square, SW1.

### Completing a rig for China?

From Mr J. Francey

Sir — The possible cancellation of the \$26m Britroll rig contract at Scott Lithgow on the Lower Clyde, which would lead to the closure of two, or possibly three, of our remaining shipbuilding facilities and the loss of 4,500 jobs, has disquieting features that cannot be entirely related to builder and customer trading relationships. It has been suggested that the cancellation would suit the customer since it would enable it to make radical revisions to the specification to take advantage of advances in deep-sea drilling techniques. There are grounds for belief in this part of the world that the (rightful) desire to incorporate the latest developments in the pace of customer might well have led to delays in the approval of on-going detail and design drawings during construction work to date.

Equally, some would see a spectacular clash between the builder and the client as a good time for British Shipbuilders to rid itself of a facility that has been accused of losing the group a lot of money in recent years. One big industrial explosion with substantial political overtones would certainly be less of an embarrassment to the group since a government that is obviously hostile to our trading partners in heavy industries would be saddled with most of the blame.

I feel, however, that in the event of a cancellation, the group should discuss the completion of the rig with another client who might be glad to obtain a quick delivery for a deep-sea drilling rig of this design. I have, Sir, a possible client in mind, namely the People's Republic of China, whose current developments in shipping, shipbuilding and offshore oil exploration will undoubtedly place it in the forefront of industrial nations by the end of this century.

Although the CEGB has prepared forecasts of the real bilateral sterling-dollar exchange rate, the real effective sterling exchange rate is in many ways a more useful measure both for assessing the implications of long-run changes in UK competitiveness, North Sea output, etc. and for converting long-term forecasts of world market coal and oil prices into UK import prices. In fact, as Mr Baker should know, the CEGB expects both the real effective and the real bilateral exchange rates to have declined by 40 per cent from their 1980 levels by the turn of the century. The latter rate

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## When you're giving glad tidings, spare a thought for the operator.

Although most of our operators will be spending Christmas with their families this year, some operators will be working over the period, providing a limited service.

Naturally, all emergency calls will be handled, as will some calls which cannot normally be dialled direct.

### INLAND

**Operator Service Restrictions.** Restrictions apply to inland operator calls in England, Northern Ireland and Wales on Christmas Day — (midnight Christmas Eve to midnight Christmas Day) and inland operator calls in Scotland on New Year's Day — (midnight New Year's Eve to midnight New Year's Day).

**Extended Cheap Rate Periods.** Inland Cheap Rate will apply from 6 pm on 23rd December until 8 am on 3rd January in England, Wales and Northern Ireland.

In Scotland, Cheap Rate will apply from 6 pm on 23rd December until 8 am on 4th January.

### INTERNATIONAL

**Operator Service Restrictions.** Only pre-booked operator calls will be handled between 11 pm, Christmas Eve and 9 am, 26th December. There will be no directory enquiry service or special facility calls. International calls can be pre-booked at any time between 8 am, 12th December up to 6 pm, Christmas Eve, by calling the international operator.

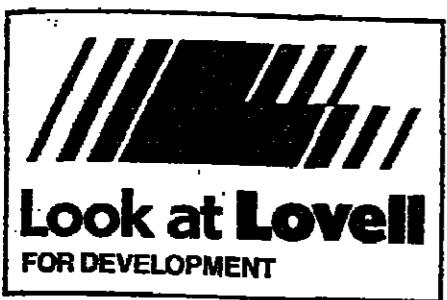
**Extended Cheap Rate Periods.** Most calls can be dialled direct and the IDD Cheap Rate will be extended to cover the entire holiday season, starting at 6 pm on Friday 23rd December.

**Delivery of Telemessages and International Telegrams.** Telemessages and International Telegrams will be suspended on Christmas Day, 26th and 27th December.

We will provide an emergency service for International Telegrams during this period and attempt to deliver, wherever possible, exceptionally urgent messages received from overseas.

**TELECOM**





## SECTION II - INTERNATIONAL COMPANIES

# FINANCIAL TIMES

Wednesday December 21 1983



## FTC cancels approval talks on GM-Toyota link

BY PAUL TAYLOR IN NEW YORK

THE U.S. Federal Trade Commission (FTC) abruptly cancelled a meeting set for yesterday at which it had been expected to approve the proposed General Motors-Toyota link to build a Japanese-designed small car in California.

The postponement, which came late on Monday after a day of bargaining with the two companies, could further delay the joint venture originally announced in February.

GM confirmed yesterday, however, that it was continuing talks with the FTC. A lawyer for Toyota said he hoped an agreement might be reached by Thursday.

The negotiations appear to have become snagged on possible anti-trust objections from the FTC, which has recommended that the two companies be asked to sign a

consent agreement promising to avoid anti-trust violations.

Despite lengthy negotiations on Monday the talks remained deadlocked. As a result the FTC postponed the commission meeting and ordered its staff to continue to negotiate a legal agreement between the two companies.

While the two car companies are understood not to oppose the signing of such an agreement in principle, it is understood that they fear that the 60-day period for public comment which would come with such an agreement could provide GM's main competitors, the Ford Motor Company and Chrysler, with an additional opportunity to delay the project. Both Ford and Chrysler have vigorously objected to the plan.

Yesterday GM said talks with the FTC were continuing but added that the company "simply does not know" when an agreement is likely to be reached.

While GM stressed yesterday

that the latest difficulties did not threaten the plan, they have cast a further cloud over the deal.

Originally GM and Toyota had planned to start production late next year and they have already started building the California plant. Any further delay in winning FTC approval for the scheme could pose a threat to the project timetable.

It would also pose a problem for GM, which has been counting on supplies of 200,000 cars a year from the joint venture, in addition to 300,000 imports from other Japanese car makers to supplement its product line.

Yesterday GM said talks with the FTC were continuing but added that the company "simply does not know" when an agreement is likely to be reached.

## Pillsbury profits jump by 54%

BY TERRY BYLAND IN NEW YORK

PILLSBURY, the U.S. foods group, has achieved a substantial upswing in profits in the second quarter of the year, reflecting record earnings in its food and restaurant divisions and considerable improvement in the agricultural products business.

The Danish bourse index has moved steadily upwards for most of the year, reaching a 1983 peak of 204.22 by the middle of September. Subsequently, it showed some hesitation as the worldwide bull market in equities paused for breath, but recent weeks have seen a distinct revival and the index is now back up above 200.

Against this background, new issues business has been buoyant. Three new companies have been introduced to the main bourse and six fresh listings have appeared on the so-called bourse III, which accommodates small companies. Moreover, several companies have used the rising market to break with a tradition of pricing rights issues at little more than par, by making issues either at market price or by tender.

Demand for shares has been largely a domestic affair. Net sales of shares to foreign buyers in the first half of 1983 were inflated by the turnover of \$3.7bn.

The bulk of Pillsbury's earnings come from its restaurants and consumer foods divisions.

Burger King fast food restaurant chain has been narrowing the gap between itself and McDonald's, the leader in the industry, earned \$131m or \$3.62 on turnover of \$3.7bn.

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## Crédit National

£100,000,000 Guaranteed Floating Rate Notes 1995  
Unconditionally guaranteed as to payment of principal and interest by

## The Republic of France

In accordance with the terms and conditions of the Notes, notice is hereby given that for the three months interest period from 15th December, 1983 the Notes will carry a rate of interest of 9 1/2% per annum. The relevant interest payment date will be 15th March, 1984. The coupon amount per £5,000 will be £120.43.

Hambros Bank Limited  
Agent BankHNG  
HOUSTON  
NATURAL  
GAS

Quarterly Dividend  
The Board of Directors of Houston Natural Gas Corporation has declared the following quarterly dividends, all payable January 1, 1984 to holders of record December 19, 1983. \$1.16 1/4 per share on the 4.65% Redemable Cumulative Preferred Stock, 1984 Series (\$100 Par), and 45 1/4 per share on the Common Stock (\$1 Par).

Gifford Campbell  
Vice President and Secretary  
December 9, 1983

Companies and Markets

## INTERNATIONAL COMPANIES and FINANCE

## BCE deal takes market by surprise

BY NICHOLAS HIRST IN TORONTO

BELL CANADA Enterprises, which was set up this spring to separate the federally-regulated telephone operating interests of the Bell Canada group from its other activities, has surprised the Canadian financial community with its first major diversification move.

Instead of the glamorous high-technology acquisition outside the federally-regulated field that had been widely expected, BCE has announced the purchase of 11.8 per cent of TransCanada PipeLines, the regulated gas utility, from Donegas Canada for C\$167m, and has followed this up with an offer to all shareholders valuing TransCanada at C\$1.42bn (US\$1.14 bn). It had, however, said that it did not wish to acquire all the shares.

The initial reaction of the financial markets is one of disappointment. U.S. investors, who have been aggressive buyers of BCE in recent months, have moved in with sell orders, driving the price of shares in the company down from C\$33 to C\$31.50. A rush of brokers' circulars have suggested an early BCE high technology acquisition in the US.

Northern Telecom (Nortel) which is 53 per cent owned by BCE, has been highly successful in the manufacture of digital telephone exchange equipment and is expected to contribute 65 cents to BCE earnings per share this year of C\$3.40, com-

pared with 40 cents out of C\$3.05 last year. The acquisition of another telephone equipment manufacturer would run into anti-trust problems. Nortel is now the second largest equipment supplier in North America—but a related high technology diversification seemed likely.

Alternatively, analysts are looking for an expansion of BCE's other activities. It recently renewed a highly profitable five-year contract, worth C\$1.6bn, for telephone systems in Saudi Arabia. An expansion of contracting, possibly in the U.S. private telephone exchange market, also looks possible. So does a U.S. diversification of BCE's printing, publishing and directory business.

## Diversifications

Mr J. Stuart Spalding, vice-president for finance at BCE, does not rule out any of these diversifications: "TransCanada happens to be the first but it does not exclude other things other people have talked about," he says.

The move to TransCanada underlines the essentially conservative nature of BCE. Its desire for diversification stems in part from the changes likely to take place in the Canadian telephone and telecommunications market in coming years. The Federal Government has indicated that

it is in favour of increasing competition in what has been a highly regulated, monopolistic business.

Changes may not be as fast or as dramatic as with deregulation in the U.S. or the splitting up of American Telephone & Telegraph, but Bell Canada, BCE's largest subsidiary, which earned around three-quarters of group operating profits of C\$1.58bn last year, is already seeing its monopoly position whittled away at the edges.

The Canadian Radio-television and Telecommunications Commission (CRTC), the federal regulatory authority, has allowed a competitor to provide private business lines in competition with Bell, and has removed Bell's right to rent out all subscriber equipment, opening up the market to other suppliers.

Now Bell Canada faces the possibility of competition on long distance calls, the fastest growing and most profitable section of a largely mature market. Bell says it is happy to compete, but it is looking for a change in the public policy of subsidising local calls with long distance charges. Last year, telecommunications operating profits were C\$1.15bn, but with that total there was a loss of almost the same amount on local services.

Next year, the CRTC is to hold hearings on the widest implications of long distance competition, but there can be no

certainty that the outcome will leave Bell unscathed. There are political pressures to allow long distance competition, to reduce business costs, and to keep down local charges.

## New flexibility

For Bell there is the possibility that an explosion in data transmission services will be offset by the adverse effects of competition. But the group wanted new flexibility to diversify and the corporate reorganisation, which with federal approval, set up BCE as a non-regulated holding company for Bell Canada and the rest of the group, removed the possibility of profits of most of BCE's activities outside the telephone operating company being taken into account in fixing domestic rate structures.

In July, BCE raised C\$336m in an equity issue on the Toronto, New York and London markets, with the aim of giving the group increased international exposure. Diversifications were eagerly awaited. "We had anticipated that this question of diversification would be one of the earliest priorities that would have to be worked out," says Mr Spalding. BCE's priorities, however, have turned out differently from the market.

With 264,000 shareholders, BCE is the widest-held stock in Canada. Traditionally, it has been a conservative invest-

ment, bought for its yield—currently about 7 per cent—and dividend growth. BCE thought its first priority was to its traditional shareholders.

Teams looking for high technology acquisitions in the U.S. had identified likely target companies in the C\$50m-C\$100m range. Such companies might not pay a significant return for 10 years. A larger acquisition of a successful company, might involve paying a substantial premium over market value.

BCE, however, through its equity issue and a dividend re-investment plan bringing in more than C\$200m a year, had built up C\$330m in cash for which it needed at home.

TransCanada filled the bill.

Its earnings in the past decade

have grown faster than BCE's, yet at the C\$1.50 offer price it was on a lower earnings multiple.

In fact when the offer closed yesterday BCE ended up with the

45.4 cents for a total cost of C\$63m, far more than its advisors had expected.

BCE wanted a total of 20 per cent of TCell shares, the minimum level that would allow it to equity account TransCanada's earnings bringing them directly into profit and increasing BCE's earnings per share.

To pay for the 45 per cent

BCE may draw on a C\$1.1bn

facility arranged with a con-

sorium of banks led by the

Toronto Dominion. But the deal will still be self-financing



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Mr. J. Stuart Spalding, Vice-President

We have exceeded  
**\$21,000,000,000**  
in commercial paper outstandings  
on behalf of our issuing clients.

This performance reflects Merrill Lynch's rapid growth and prominence in the commercial paper market.

It demonstrates our clear ability to place a large volume of commercial paper efficiently. \$21 billion is even more significant in perspective: our market share has risen dramatically year by year.

In fact, during the past 12 months—while the total market has actually declined—our volume has grown substantially.

Today, we represent more non-U.S. commercial paper issuers than any other firm; and we are the largest dealer in money market instruments worldwide.

We have developed the broadest, most diverse investor base in the business.

During 1982, we sold commercial paper to over 6,000 institutional clients, including 1,200 savings institutions, 1,100 banks and bank trust departments, and hundreds of pension funds, insurance companies and corporations.

These sales, by hundreds of Account Executives, took place through 276 Merrill Lynch offices.

The depth of our distribution base ensures more than enough capacity to place even greater amounts of commercial paper for our growing number of clients.

We have proved our ability and willingness to take down large blocks of commercial paper at competitive rates, often for long maturities and in difficult markets.

The rapidly growing acceptance of co-management in commercial paper programs has resulted in our being selected as co-dealer by 82 issuers.

Our incremental distribution power and our emphasis on performance make us the logical choice as co-manager.

We are committed to service, and offer the most complete range of products and services in the dealer community.

- *Traders in London* to conduct commercial paper transactions with issuers in European time zones.

- *Maturity extensions to three, six and nine months*, as well as into the medium-term range through specialized medium-term programs.

- Objective rate-monitoring techniques to ensure consistently competitive rate levels.

- Detailed sales and distribution reports for all clients.

- Multi-currency commercial paper for issuers wishing to realize the savings of commercial paper in a variety of currencies by means of a single, fully integrated transaction.

- Interest rate swaps, privately placed commercial paper for special-purpose financing, tax-exempt commercial paper, bank- and surety-backed programs, funding for medium-sized corporations, reinvestment programs, receivables and project-oriented financing.

This performance has resulted in growing recognition of our capabilities by both issuers and investors.

In 1982, we added 62 commercial paper clients, while not one client left Merrill Lynch. That is a performance that nobody in the industry has ever matched.

And in an independent survey of over 500 institutional investors, Merrill Lynch was ranked number one among all dealers in market penetration with respect to money market instruments.

We see our job as adding value for every client, old and new. That is how we reached our first 21 billion dollars. We intend to do the next 21 billion the same way.

**Merrill Lynch Capital Markets**  
*Investment banking*

## UK COMPANY NEWS

## Capper Neill's contracting losses push deficit to £5m

INTERNATIONAL contracting activities at Capper Neill were principally responsible for the heavy losses incurred in the half-year to September 30 1983. Trading losses rose from £1.2m to £1.6m and the net loss, level the losses, soared from £17.000 to £5.89m. No interim dividend is again payable.

Apart from the international contracting losses, the directors add that the UK contracting company has failed to perform satisfactorily. Capper Consolidated Industries, which is 50 per cent owned by the group, has performed to expectation, generating a small profit in the first six months.

They say that while losses for the year to March 31 1984 are inevitable, the board looks forward to an improved performance as the year progresses. Capper Neill's chairman, Mr Michael Green, said: "The majority shareholder, should become more apparent and the rationalisation measures take full effect."

In the meantime, the board says, it is important to make a reduction in the losses incurred by the UK contracting division towards the end of the first half, and expects this trend to continue throughout the whole of the contracting division in the current period.

It is anticipated that Capper Consolidated Industries will experience a further improvement in profitability in this period.

## BOARD MEETINGS

The following companies have notified of board meetings to the Stock Exchange. Such meetings are usually held for the purpose of considering dividend, other financial issues and other general business. The dates are interim or final and the subdivisions shown below are based mainly on last year's timetable.

**TODAY**

Interim—

Ocean Wilsons ..... Dec 22

Sumitomo ..... Dec 22

Turkush Scott ..... Dec 22

**Finals—**

Anglo Television ..... Jan 18

Cromit ..... Dec 15

Davoll (V. J.) ..... Jan 19

Routham Business Leasing ..... Jan 19

**FUTURE DATES**

Minet ..... Dec 23

Stora ..... Dec 23

Woolworths ..... Dec 23

**Minet climbs to £17.68m after nine months**

## Minet climbs to £17.68m after nine months

THIRD QUARTER pre-tax profits at Minet Holdings, the Lloyd's agent and general insurance broker, rose from £5.7m to £5.6m, and figures for the nine months to September 30 1983 were up from £13.25m to £17.68m.

Minet's pre-tax profit for the year to date from £13.23m to £14.27m in the third quarter, and from £40.74m to £49.23m in the nine-month period. The pre-tax figure was before minorities at £17.68m compared with £13.25m.

Mr R. W. Pettit, the chairman, says the third quarter has shown a steady profit growth as anticipated. However, he says, the board remains confident that the outcome for the full year will be satisfactory.

## Comment

Minet shows every sign of coming through in Lloyd's as good, particularly as it was after absorption of interest in the large acquisition of the U.S. and the extension of its leasesholds in London, Regent Street and Kensington High Street.

Gross rents for the period rose from £9.1m to £10.1m, and the pre-tax figure was struck after interest of £7.46m (£8.22m). Total took £473,000 (£10.5m) in net rents, up 10 per cent.

Minet's interim dividend involved nearly accounts for the slacker profits performance.

Dealing profits were roughly static, since an increase in property dealing gains was offset by a decrease in profits from

redevelopment of the 24-store Manhattan Office and apartment project.

Agreement has been reached to sell 68,000 sq ft of offices for half the total development cost.

Forecast rentals are being

met, and the need for space

in Bond Street, the pro-

gramme of renovation and

improvement is continuing on

budget.

As regards prospects, the

directors say the company is

still actively in the U.S.

where dollar assets are pro-

viding a rewarding.

Similarly, in the UK the

company is making its large

resources to take opportu-

nities for the creation of future

profits.

For the opening six months

under review, the revenue surpluses attributable to

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deemed to be part of develop-

ment costs on properties. On the

capital account a net surplus of

£0.3m (£0.3m) deficit) was

readied.

Property dealings of the sub-

sidiary company, Jarvis Bros.

and Brewster, showed a material

## British Land improvement to £3.6m at interim stage

PRE-TAX profits of the British Land Company advanced from £3.1m to £3.61m in the half year to September 30 1983 and the directors forecast that the full year's outcome should not be less than the £7.71m for 1982-83.

They describe the first half

as good, particularly as it was

after absorption of interest in

the large acquisition of the U.S.

and the extension of its leasesholds

in London, Regent Street and

Kensington High Street.

Improvement, the directors state,

while the industrial division,

W. Crowther and Sons again

performed well and its progress

should be maintained for the full

year, although margins continue

to be finely based.

Measures adopted by the Aus-

tralian government have restored

confidence, say the directors.

Postland, the British Land

managed property trust in the

UK, has been busy to benefit in

line with the investment market.

Letting progress on the 50 per

cent lettings in North is being

continued with both buildings

now more than half let.

In America, Growth Realty (re-

named British Land of America)

made a net gain for the quarter

to September 30 1983. Good pro-

gress has been made in the

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## Cifer on target with 59% jump to £1.35m

Cifer, the Melksham-based designer and manufacturer of micro-computers and micro-processor-based computer video terminals, has lifted pre-tax profits by 59 per cent in the year to September 30 1983 to meet its prospective target of £551,000.

Mr Terry Cosgrove, chief executive and managing director of the company which joined the Unlisted Securities Market in June, says the results are in line with expectations and reflect Cifer's continuing growth. Turnover rose by 51 per cent to £7.92m (£5.26m).

Earnings per 10p share were up from 5.4p to 8.3p, against a projected figure of 5.1p. The results for the year to September 30 1983, good profits were up only 6 per cent against the previous interim's 42 per cent improvement.

The truth is that the group has been busy on the acquisition and lease extension trail, and the company's continuing growth is being reflected in both buildings now more than half let.

In America, Growth Realty (re-

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redevelopment of the 24-store

Manhattan Office and apart-

ment project.

Agreement has been reached

to sell 68,000 sq ft of offices for

half the total development cost.

Forecast rentals are being

met, and the need for space

in Bond Street, the office and

retail development will be avail-

able to letting in mid-1984.

Work is proceeding on a

development of 60,000 sq ft

at the corner of Morefield and

Dale Street, Liverpool, in the

heart of the commercial centre.

## Stoddard cuts loss at midway

work is proceeding on space

at the corner of Morefield and

Dale Street, Liverpool, in the

heart of the commercial centre.

Measures adopted by the Aus-

tralian government have restored

confidence, say the directors.

## COMPANY NEWS BIDS AND DEALS

## MINING NEWS

## Trust Securities forecasts £7m loss and omits dividend

THE DIRECTORS of property development company, Trust Securities Holdings are omitting the interim dividend for the six months ended May 31, 1983, and there will be no final payment. This is compared with a total of £2.5m compared with profits of £2.5m.

For the half year the first half fell from £3.1m to £2.6m, while the company suffered losses of £2.5m compared with profits of £42,000.

The directors state that based on management accounts for the second half they estimate the total will be £11.4m to £11.6m which includes provisions for future development losses of £3m and extraordinary debts of £310,000.

They explain that the estimate is drawn up on a going concern basis on the assumption that the

loss per 10p share was 7.18p (1.35p earnings).

## Sheafbank restructures to establish stronger base

THE ACQUISITION of a private investment property company, a capital reduction to eliminate the current deficit on reserves, and a rights issue to raise £30.6m gross are planned by Sheafbank Property Trust. On the news, the shares rose 6p to 28p yesterday.

Gradel Securities is to be acquired by Sheafbank in exchange for 4,542,894 new ordinary shares of 10p based on net tangible assets. Its principal assets are two investment properties in Manchester. The vendors are Mr Jack, Mr Maurice and Mr David Gradel, who will hold 40.2 per cent of the enlarged Sheafbank capital (after the rights) and be invited to join the board as chairman, managing and finance director respectively.

It is considered that the acquisition will provide Sheafbank with a better financial base, an increased geographical spread, and stronger management. The City Panel has waived any obligation to make a general offer to Sheafbank shareholders.

As regards the capital reduction, the directors explain that the affected date comes on December 31, 1983, and these show turnover at £15,220 (£134,460) and profits at £1,704 (378) since 1974 and there are arrears

of over £10,000 dating from 1978 on the preference shares. Reflecting these factors, the market quote for the ordinary has for some time been below the 25p par value.

Therefore, the proposal is to reduce the capital from £205,000 in 25p shares to 10p shares. It should become effective about February 28.

Then there will be a rights issue to raise £30.6m before expenses, on the basis of five for five at 16p each. This will generate new funds, reduce borrowings, and meet the costs of the acquisition.

Arrangements have been made for the directors' entitlements under the rights to be placed with institutions as part of the underwriting arrangements to ensure at least 26 per cent of the capital is held by the public. N. M. Rothschild is acting for Sheafbank and Energy Finance and General Trust is advising Gradel. Brokers to the issue are Hounds Goveit. Extraordinary meetings will be called for Sheafbank holders.

Sheafbank has produced interim results for the six months ended at March 31, 1983, and these show turnover at £15,220 (£134,460) and profits at £1,704 (378)

## FMC first half recovery

FMC, the slaughterer and wholesale butcher, recently acquired by Billitonson Holdings, turned round from a pre-tax loss of £416,000 to a profit of £104,000, in the 24 weeks ended October 15, 1983.

The directors report that despite losses of some £400,000 incurred by two Irish meat plants to the date of their disposal, and difficult trading conditions last summer, group trading profits, manufacturing and trading divisions in the UK showed improved results.

Batleys slips halftime

HIGHER depreciation and interest charges hit the profit of £19,000, for basic earnings of 6.19p (6.07p), and fully diluted of 4.38p (4.3p).

The interim dividend is held at 8.0p. The total for the previous year was 24p when profit reached £148p.

Despite the half year profit dip, Mr Lawrence Batley, chairman, is confident of a satisfactory year with the new Newcastle warehouse making a "significant contribution". The interim results had to allow for the heavy opening costs of this unit.

## MEMORY COMPUTER

## GROUP RESULTS

For the six months ended 30th September, 1983

37% increase in turnover  
50% increase in profit before taxation  
31% increase in earnings per share

Mr. F. A. Casey, Chairman, comments:  
"The results for the half year show growth in turnover in all our markets and a profit increase in line with our expectations. The interim dividend will be paid on 31st January, 1984 to shareholders at record date 28th December, 1983."

GROUP RESULTS (Unaudited) £x1000		6 months to 30th September	
		1983	1982
TOURNOUR	4,835	3,541	
PROFIT BEFORE TAXATION	510	340	
TAXATION	186	71	
PROFIT AFTER TAXATION	404	269	
INTERIM DIVIDEND	62	—	
	342	269	
EARNINGS PER SHARE	3.1p	6.2p	

Copies of 1982/83 annual report are available from the Secretary,

MEMORY COMPUTER LIMITED  
Clarendon House, Sandyford Road, Dublin 14

## Australian companies buy into Hambros subsidiary

BY DAVID DODWELL

TWO AUSTRALIAN corporations have agreed to acquire a 20 per cent stake in Hambros Australia, a subsidiary of Hambros, the UK merchant bank, by injecting new capital worth £5.1m.

Repco Corporation, the diverse group which is Australia's largest manufacturer of automotive components, and Ansett Transport Industries, whose principal operating subsidiary is Ansett Australia's major domestic airlines, are subscribing A\$3m apiece for 20 per cent stakes in Hambros Australia, and has offices in Sydney and Melbourne.

The deal is subject to the approval of the FIRB, and is expected to become effective on December 31.

In return for their 20 per cent stakes, Repco and Ansett will each appoint two directors to the board of Hambros Australia.

Repco is understood to have

10 per cent banking involvement.

Neither Repco nor Ansett

have other banking involvement.

Repco, which has expanded in recent years away from its traditional motor manufacturing and

corporate finance, leasing and

property, to 50 per cent.

The outstanding 10 per cent holding in the bank, which will have an enlarged capital of £52.4m, is held by Australia's Foreign Investment Review Board (FIRB) that after

five years of profitable trading Hambros would reduce its stake in its Australian subsidiary to 50 per cent, consolidating the other 50 per cent to Australian shareholders—the subsidiary began operating in 1978, and has offices

in Sydney and Melbourne.

Ansett

is adding a significant broadening of its existing operations, the injection of new capital will also enable Hambros Australia to pursue some of the potential new opportunities currently under consideration," a spokesman said.

On December 31, 1982, Hambros Australia had total assets of A\$132.6m, with a net profit for the year of A\$1.1m.

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## Bowater seeks to sell Swiss holding

BY JOHN WICKS IN ZURICH

BOWATER, paper and packaging group, is attempting to sell its 48.15 per cent stake in the Swiss-based shipping company Schatzbergsche Reederei und Schiffahrt.

The matter was the subject of an SRN board meeting yesterday, results of which are expected to be announced this morning. SRN is Switzerland's biggest shipping company, with 230 ships, a fleet of 1,500 sailors and 100,000 tonnes of cargo a year.

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## Gold to resume upward trend

BY GEORGE MILLING-STANLEY

INDUSTRIAL DEMAND for gold should strengthen in the year ahead provided that economic growth in the US, extends to the rest of the world, according to the chairman of the South African Corporation of South Africa's gold mines in the Orange Free State.

The chairman make the point

that the dollar/gold price in the year to September 30 improved by around \$30 an ounce, or 15 per cent.

More importantly, the depreciation of the rand against the dollar meant that the improvement in rand terms was nearer 10 per cent, thus providing some protection against the inevitable rise in working costs.

Prices for the valuable by-product uranium have tended to move upwards during the past year and are now about 40 per cent higher than the low-point reached in August.

While this has eased the downward pressure on prices for long-term contract deliveries, overall supplies are still expected to exceed demand for some years to come. There does not therefore, seem to be any prospect of a material improvement either in contract prices or new demand.

They saw this as a major step forward in industrial relations in the mining industry but depreciation of the rand against the dollar has given rise to anxiety in some quarters, and the chairman noted with relief that good news have fallen since October in the important catchment areas.

However, further good news

for the mining industry but depreciation of the rand against the dollar has given rise to anxiety in some quarters, and the chairman noted with relief that good news have fallen since October in the important catchment areas.

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They are deep by North American standards, but the widths (thicknesses) of the interlocking are 10, 12, 14, 16 and 18, presumably the gold grades.

SRN is by far the largest of the Basel shipping companies.

The company's main concern is the effect of moving control of the gold exploration company from the US-based Pechiney to Royex.

Migros, which is expected to offer considerably more than the current market price of \$wFr 900 per SRN share, is Switzerland's largest single importer. It already owns one Swiss shipping company, the 15-vessel Reeder.

Bowater has held a substantial stake in SRN since 1975 through its Swiss subsidiary, Neptune International Holding. It has been involved in the gold exploration company from the US-based Pechiney to Royex.

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## THE MANAGEMENT PAGE

## Scaling the heights of executive development

David Dodwell on Outward Bound management training

THE FIRST hint of daylight helped us to stumble up the last steep slope to the top of what we thought would be "Bird's nest rock." After more than an hour map-reading by torchlight across a pitch-black Welsh hillside, we scoured the peak for a canister we knew we ought to find there.

Then David stopped, stared north, and pointed at a dimly outlined mountain about half a mile away. "We've climbed the tree," he moaned.

We laughed, but the moment was deeply depressing. All right, so we were tired, and map-reading one's way across mountains in the dark is not easy, but the simple fact was that we had bungled, losing the team a valuable hour or more at a stage when every minute counted.

In management terms, our failure to climb the right "tree" on a first attempt was disastrous. We had been fractious and argumentative on the way up the hill, working poorly as a team and doomed to make mistakes. The need for haste had persuaded us to race up the hillside without taking adequate account of the difficulties that darkness presented.

More important, we had left the rest of the team waiting

for us in a van by the roadside — tired, bored, and well aware that they could be better used on the various tasks still faced us in the remaining few hours of the 24-hour exercise. Worst of all, we knew that the mistake might make the difference between success and failure in a wild goose chase that had monopolised our minds for the past day.

The 24-hour exercise was the climax of a one-week Personal Development and Leadership Programme (PDLP), run jointly by Dunlop and Cadbury Schweppes at the Rhondda Outward Bound centre near Aberdovey in mid-Wales.

Dunlop founded this particular course, aimed at using the outdoors to enhance the self-starters, and team skills of young employees, both men and women, and to assess their leadership potential — about three years ago. In recent years a growing number of companies have come to use the outdoors as a training and development medium, but controversy still surrounds its use.

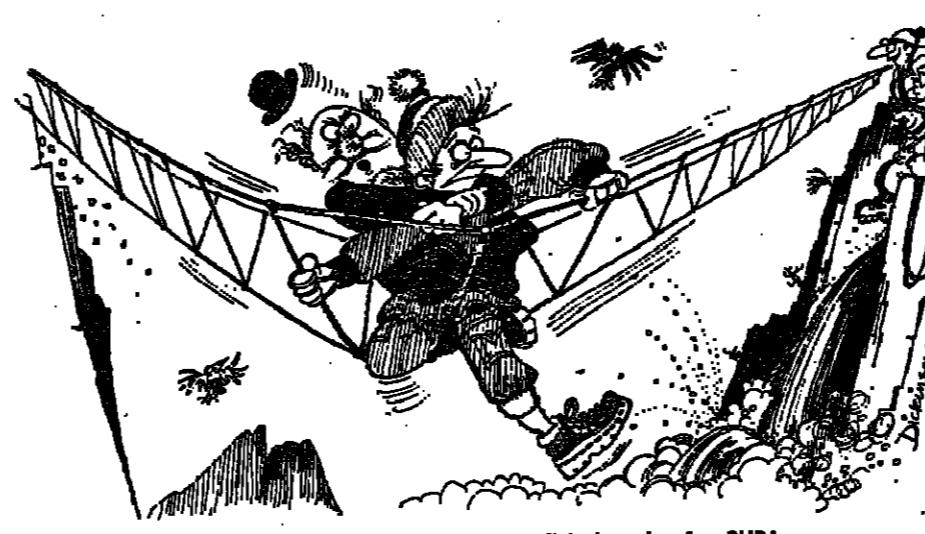
Many senior managers dismiss such courses as "army games" intended to "make men" of employees — all of which is inappropriate to the 1980s, or to modern business.

And in fairness, to watch a manager dangling helplessly upside down on an abseil rope may be helpful in knocking a little pomposity out of him or her, but it is not immediately obvious how the experience might be of use back in the workplace.

Well aware of this kind of criticism, Chris Creswick, a trainer for the Food Drink and Tobacco Industry Training Board, and Roy Williams, head of employee development at the Imperial Group, noted in a recent paper using the outdoors: "Pictures of men and women scaling cliff faces, crossing torrents and trekking across mountains convey an image. But they do less than justice to the serious intent that can underly these activities."

"Outdoors training is not about outdoor pursuits. It is a means by which the challenge, the novelty and physical reality of the environment and the skills needed to deal with it are harnessed to help managers develop skills directly relevant to their jobs."

Managing an outdoor situation is like managing life — it is full of unpredictable events and



"Steady, Hoskins, think of that company car, index-linked pension, free SUPA cover..."

people, a result has to be achieved, and there are only limited time and resources available. Because the tasks are so different from the normal work situation, the underlying management processes are laid bare," they wrote.

So it was for us scaling "Bird's Nest Rock." True, the climb was quite tiring, and the sunrise captivating, but never for a moment did any of us forget that this was part of a management exercise. The experience was indelible for us all — but more because of the management breakdown than because we climbed a Welsh hill.

As with others, it starts with simple tasks, like getting the seven- or eight-strong team across a "minefield" using three barrels and two planks, to moderately complex ones like raft-building, or building a bosun's chair across 40 feet of

water — and finally to the major 24-hour exercise which tests teamwork, mental stamina, risk-taking and resourcefulness to the limit.

The major exercise stands out because the tasks facing the team are complex, sometimes difficult to define, often at odds with one another, forcing constant adjustment of priorities — and are necessarily being modified by "changes in the external environment."

The exhaustion after 24 hours of climbing mountains, clambering down mine-shafts and solving riddles and murder puzzles, was as much mental as physical.

Throughout the week, even on the most complex tasks, teams are left by the trainers to make their own decisions —

and mistakes — and to pick up the pieces after their self-inflicted disasters. The lessons are better learnt that way, trainers argue.

While different companies use the outdoors for training and development at different levels of management — from recent recruits to members of the board — and hold differing views about the content of courses, there is a common conviction among those involved that courses run in the outdoors are among the most effective and the best enjoyed.

David James, general manager of Dunlop's Car and Motor Sport Development, has sent five of his staff on separate Dunlop courses at Rhondda: "They have all come back — bar none — saying it was the best course they have ever been on. We now have a groundswell of people who want to go on it."

He says staff return more self-aware, and talk about their strengths and weaknesses openly.

Peter Marriott, who attended Dunlop's first ever Rhondda course almost three years ago, is well read on the subject: "It is the most intensive course I have ever been on, and the one I've got the most out of," he said.

He confesses to being shocked when he learned from other team members that he had an abrasive impact on people. It was then he became aware of his tendency to "engage mouth before brain" — a problem he feels he has still not eliminated.

Commenting on the aims of the course, John Dunn, senior training advisor, noted recently: "In the work place, ambiguities and uncertainties exist. The lack of definition in

"Though it has always been stressed that the participation project would not bring dramatic overnight changes, there has nonetheless been disappointment at the limited extent of change which has occurred," says Smith.

However, he argues that there are now signs that movement is starting to take place. And from the company's point of view, Formica is starting to achieve corporate objectives more easily through participation than by traditional methods of consultation.

Adds Smith: "We have had to seek acceptance of hard decisions concerning manning levels and other economies, and I believe the time has come when we have received a recognition that we are doing our best to enhance the quality of working life throughout the company."

Brian Groom

## Formica's case for voluntary participation

THE EYES of nervous industrialists are turning with keen interest to companies like Formica. A British subsidiary of American Cyanamid, it has manufactured high-pressure decorative laminates at Tynemouth in North-East England since 1947 without its peaceful labour relations exciting much attention.

What attracts industry's gaze now is that Formica has spent two years developing a more participative management style. It has established a framework for listening more closely to employees' views and enhancing the quality of working life.

Cases like that of Formica are crucially important to a drive being mounted by employers' organisations such as the Confederation of British Industry, the Engineering Employers' Federation and the Institute of Directors.

They are trying to persuade companies to emulate such examples, and improve worker participation voluntarily. By this, they hope to avert draft European Community legislation being considered by the EEC Council of Ministers — the Wredeling and Fifth Directives, which would oblige employers to consult workers and give them board representation.

The employers' organisations want the British Government to veto the EEC proposals. To back up their case they stress UK companies' dedication to employee participation. But privately they admit that much more of it could be done.

Voluntary reforms are never likely to satisfy the most strident advocates of statutory

allow for questions and discussion.

● Damage control groups, similar in some ways to quality circles, have been set up to reduce damage to laminate sheets during manufacture, which is a major cause of scrap.

● Improved participation, however, is already yielding practical results. Examples of these were given to the recent Institute of Personnel Management conference in Harrogate by Alan Smith, Formica's personnel director, and Derek Cuthbert, Training, Development and Recruitment Executive.

Many of them are modest, but concern the detailed process of change which affect individual job satisfaction:

● Alterations to manufacturing processes are now introduced in planned steps which

have been changed to "belong" more to employees, rather than being a management document.

● The staff union ASTMS has been involved in job analysis itself — with representatives being trained as job analysts.

Formica cites the UK Companies Act and the EEC proposals as among the factors which encouraged it to think of improving participation along with changes in the educational system which lead new recruits to expect a less authoritarian environment, and the common observation that Japanese success is based partly on quality circles and other participative practices.

The company also wanted to make better use of the experience of its employees, whose average length of service is 18 years.

● The company newspaper has not only negotiated on a new banded salary system, but has

responded well to participative approaches in the past, such as yield improvement schemes," says Smith.

Formica has been assisted by advice from the Employment Department's Work Research Unit, a tripartite body which promotes participation. Consultants have been employed at various stages.

Trade union district officials had some reservations when the proposals were first mooted. Some of the company's older managers and supervisors could not see the need for a successful company to change.

The younger element gave strong support, however, as did a meeting of in-house union officers representing the 650 employees.

A steering group, representing a cross-section of employees conducted a survey of the workforce. A number of respondents felt it was a gimmick, but none the less the survey showed that nearly everyone wanted more involvement in matters affecting changes in their work.

An "action plan" was announced from September 1982. Among other things, it defined participation goals. Formica is at the earliest possible moment of decisions which affect our working lives.

It is set in motion a programme of training in participation, "listening skills," and causes of conflict.

There have been disappointments as well as successes. In spite of efforts to set up a thorough communications network, there are still examples of messages not being received, or not being understood.

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## Smelting Electric furnace simulation

FOUNDRY owners contemplating moving into electric smelting techniques may be able to save money by using computer model developed by the Electricity Council.

The Fursim system simulates the operation of any combination of electric melting and holding furnaces which produce metal for a foundry.

The Electricity Council workers which produced the model say that it allows the effects of energy consumption, metal smelting, or energy cost on the operation of a plant to be considered before new installations or changes to existing furnaces are made. More information is available from the Electricity Council on 01-834 3641.

## Electronics Recorder for the police

A DUAL cassette tape recorder has been designed by DMW Associates (Electronics) that should give greater validity to tape recorded police interviews.

The problem has centred around doubts as to the reliability of tapes submitted as evidence, because it has been difficult to show that the tapes have not been edited or tampered with.

The new machine not only produces two identical tapes at the same time, one of which becomes the security master, but it also puts down a "time tagging" track which can enable editing to be detected.

Trials are to take place in six police authority areas.

## TECHNOLOGY

SATELLITE SYSTEMS WILL GIVE NAVIGATIONAL INFORMATION CORRECT TO A FEW METRES

## What price knowing where you stand?

BY PETER MARSH

THE AMERICAN Government will decide over the next few months whether to charge ordinary people for tuning into military satellites that will provide information about position and speed with an accuracy of a few metres.

The Department of Defense's US\$85bn Global Positioning System is intended primarily for the military. With signals from satellites circling the Earth at an altitude of 20,000 kilometres, soldiers on battlefields will compute exactly where they are.

The information will also be useful to military commanders who want to plot the trajectories of nuclear missiles.

But the Pentagon has come under increasing pressure to make the navigation information from its satellites freely available to civilians, for example, airline pilots or shipping organisations.

Under present plans, civilians will be permitted to tune into signals from the spacecraft. But they will gain only relatively inaccurate information about their position.

For an annual "access fee" of \$370, civilians will obtain access to what is known as an "S code."

The spacecraft will also send data in another format, the "P code." This gives data about position to within 15 metres. But "P codes" will be available only to military satellites.

According to a senior official in the Pentagon, it is likely that the Department of Defense will drop the plan to charge people for tuning into the satellites. But the question now is whether to make available the more sensitive information is still under review.

The issue of civilian access to the Global Positioning System is under review by two committees of Congress. The Air Force and Defense Administrations are also discussing with the Pentagon how airlines could benefit from the satellite network.

Signals from the space vehicles could give pilots more

accurate and reliable navigation than is possible with current techniques such as land-based radio beacons or inertial navigation systems centred on gyroscopes.

With the Global Positioning System, for example, the incident three months ago in which a Soviet fighter shot down a South Korean airliner might not have occurred. It seems that the aeroplane strayed off course over Soviet territory as a result of a failure in navigation.

The 11-nation European Space Agency, based in Paris, is also discussing plans for a satellite network for navigation, called Satnav. This would be purely a civilian system and, says Colin Rosetti, a planner at the agency, people would definitely not have to pay to tune into the satellites.

ESA is unlikely, however, to decide before 1986 on whether to go ahead with Satnav. Racal-Decca Marine Navigation, a company in Britain, is working on specifications for the hardware.

Plans for the American system are, by contrast, further ahead. This summer the Department of Defense asked Rockwell to produce 28 satellites at a cost of \$2bn. Eighteen of the satellites will be operational, within three orbits of six. The other 10 will be spares.

The vehicles will enter orbit over the next five years as the U.S. fleet of space shuttles. The spacecraft will be specifically adapted so they can withstand the effects of nuclear radiation. They will also have anti-jamming devices to foil any attempts by the Soviet Union to impede their operation.

**Pentagon**

The Pentagon is spending another \$6bn on control stations and on 20,000 receiving sets for the armed forces and coastguard officers. The sets will pick up signals from several spacecraft simultaneously. This should always be possible because of the number of vehicles that will be in orbit.

With data about the position and velocities of the satellites, a computer in each receiving set will calculate its whereabouts in three dimensions to within a few metres.

Thanks to advances in electronics, hardware for satellite

navigation systems has fallen in price from US\$65,000 in the mid-1960s to some US\$2,500 today. Mr Stansell says that the price will fall further by the 1990s, to about US\$500. At this point, the equipment will fit easily into the back-pack or inside the dashboard of a car.

## Paradox

Perhaps paradoxically, Mr Stansell thinks that the American Government should charge people for tuning into the navigation system. This is to ensure that the Pentagon runs a decent service for civilians rather than a non-operational network that can be switched off at the whim of the military.

According to Mr Stansell, such a policy would also ensure that the American taxpayer obtained some return on the initial investment in the hardware. Cash could be collected in a similar way to that used for obtaining fees from people who tune into satellite TV.

Such people could include hikers who need the information to negotiate mountain passes and mining companies which, with bearings from the sky, would locate mineral deposits.

Taxis firms or lorry drivers could also find the system useful for pinpointing their position.

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## SECTION III – INTERNATIONAL MARKETS

# FINANCIAL TIMES

Wednesday December 21 1983

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## WALL STREET

### Seasonal sentiment undimmed

THE APPROACH of the festive season was met with continued optimism on Wall Street yesterday despite warnings from pessimists who claimed to detect a faint rattling of chains from the cellars of the Federal Reserve Board, writes Terry Byland in New York.

To quote one leading market watcher: "We will expect a traditional year-end rally, of course. The question is whether it comes before or after the year end."

The stock market opened briskly with the help of a further slackening in short-term rates in the credit markets. However, turnover remained very thin and gains in leading stocks faded away at mid-session when the bond market turned easier.

The stock market slipped lower during the latter half of the trading session. By the close, the Dow Jones industrial average was 2.64 down at 1241.97, on turnover of only 94m shares.

The announcement of a 6.4 per cent gain in housing starts in November – greater than expected – reawakened bond market uncertainties about how the Fed will react to the continued strength of the advance in the economy.

Also hanging over both sectors of the

stock market was the disclosure expected late in the session of the U.S. Treasury funding needs for the next quarter. A substantial recovery in airline and rail issues provided one of the best features of the stock market. Pan Am added 3% to \$84 following announcement of the latest statistics on world air passenger traffic.

IBM at \$122.94 showed a gain of 5% but had slipped back from its best levels, and this trend was the fate of many leading stocks. Honeywell slipped 5% to \$135. Exxon lost 5% to \$374, and American Express, still prominent on the list of active stocks, lost 3% to \$307.

The busiest stock in the market was Champion Spark Plug, \$5 up at \$11.

In the aerospace issues, McDonnell Douglas regained 2% of its loss to reach \$58.64, with investors evidently deciding that the collapse of the Tymshare deal might be a blessing.

Utility stocks attempted a rally from depressed levels, with Long Island Lighting 5% better at \$13, still awaiting the outcome of the problems in obtaining official acceptance for the nuclear plant project near Manhattan.

Motor issues opened the session with a round of small gains, but these melted away later when the market turned uneasy. In an unsettled pharmaceutical sector, where the firmness of the U.S. dollar continued to bear down on these export-oriented groups, Bristol-Myers, \$1 up at \$45.44 was the firm spot.

The AT&T issues had another busy session, with the new stocks 5% down at \$18.41 and the old 5% off at \$63.74. The news of a new video product had little effect on Easimatic Kodak, which remained unchanged at \$74.

In the credit market, the uncertainty over prospects for Federal Reserve policies continued as the Reserve Board's open market committee met to discuss the outlook.

The bond market was expecting the Treasury to announce around \$15bn in quarterly funding needs before the end of the day.

At the opening, Treasury bill discounts fell back below the rates chalked up at the auction of Treasury securities on the previous evening. The Federal funds rate was the helpful factor, trading down to 9% per cent, against its overnight level of 9.05 per cent.

The Federal Reserve again helped the market, this time with \$2bn in customer repurchases when the Federal funds rate stood at 9% per cent.

But support began to wane in the credit markets after mid-session, and three-month Treasury bills were discounted 9.04 per cent, five basis points down on overnight, but just about in line with the auction levels. The six-month bill, at a discount of 9.20 per cent, was about two basis points off.

The bond market traded narrowly around Monday's levels. After opening at 100%, a shade above overnight, the key long bond slipped to 100%, a net 1% down and yielding 11.93 per cent.

## LONDON

### Engineering majors forge way to peak

LEADING LONDON equities again attained new peaks yesterday despite a further sharp contraction in business volume. Government securities also made further modest progress, helped by sterling's stodier tendency against the dollar.

Demand for equities was sufficient to take the FT Industrial Ordinary index up 7.7 to a new peak of 769.8.

Of the index constituents, the engineering majors made the biggest contribution. Vickers rose 4p to 127p on confirmation that the group had sold its Rolls-Royce Diesel International division to Massey Ferguson for £20m. TI, recently good on suggestions that its Raleigh interests are soon to be sold, advanced 6p to 170p.

Details, Page 21; Share information service, Pages 22-23

## TOKYO

### Rebound to record levels

SHARES REBOUNDED to record levels in Tokyo yesterday in a sharp turnaround from Monday's heavy losses caused by the ruling Liberal Democratic Party's election setback, writes Shigeo Nishiwaki of *Japan Times*.

A round of small-lot buying across a broad front took the Nikkei-Dow market average to an all-time high of 9,627.93 – above 9,600 for the first time and recording its second largest gain for the year of 143.76 points.

Volume climbed sharply to 500.25m shares from Monday's 251.19m.

Stock price rises were prompted by two encouraging factors. First, it became clear that the LDP could remain in power by bringing some independents into the party to swell its ranks beyond the 250 seats won in Sunday's election. Second, fears of heavy foreign selling early in the morning disappeared.

With much investor interest focused on medium-priced quality issues in the food, textile, paper-pulp and chemical sectors, the market strengthened gradually for most of the session.

In the chemical sector, issues related to the planned Information Network System (INS), a nationwide telecommunications grid using optical fibre cables, advanced in active trading. Nippon Sheet Glass and Sumitomo Electric Industries each gained Y26 to Y600 and Y810 respectively, and Shin-Etsu Chemical rose Y34 to Y946.

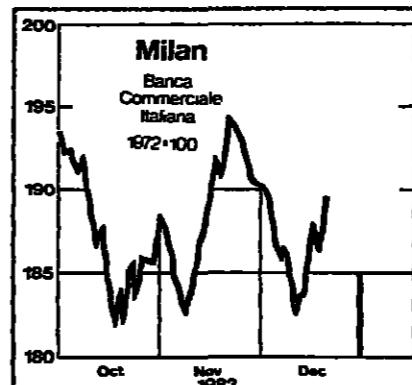
Among paper-pulp issues, Oji Paper gained Y14 to Y469. Food stocks held steady on small-lot buying, with Kirin Brewery climbing Y18 to Y316 and Takara Shuzo Y16 to Y496. Of the big-capital issues, Mitsubishi Heavy Industries advanced Y7 to Y263.

Some blue-chip stocks recovered some of Monday's losses, but trading was lacklustre as foreign activity was expected to die away ahead of the Christmas season. Major gainers were Matsushita Electric Industrial, up Y30 to Y1,900, Toyota Motor, up Y30 to Y1,470, and Canon, up Y10 to Y1,500.

In the bond market, buying interest

remained strong, partly because the yen had firmed against the dollar. City, regional and foreign banks in Japan bought bonds and then sold to take advantage of higher prices.

Active bond trading pushed the yield on the benchmark 7.5 per cent long-term government bond, maturing in January 1993, down sharply to 7.43 per cent from Monday's 7.465 per cent.



## EUROPE

### Budget gets Milan into gear

MOVES TOWARDS parliamentary approval of Italy's 1984 Finance Bill buoyed investors' confidence in Milan yesterday, and shares staged a strong advance. The bourse index, which had dipped on Monday as speculators opened up positions for the new account, advanced 3.11 to 189.54.

Advances in industrial issues led the market higher. Fiat gained L69 to L3,339, while Olivetti put on L50 to L3,850 ahead of an announcement today about the group's "strategies and alliances".

Italmobiliare group shares, which have been under pressure recently, staged a strong recovery, gaining L1,630 to L38,380, while Bastogi gained L5,50 to L124,50. In the insurance sector Generali gained L1,000 to L133,300.

Frankfurt finished mostly firmer in thin trading. Deutsche Bank, which saw

Appointments pave way for reform of London stock markets, Page 20

a large buy order early in the day, added DM 4.80 to DM 323.50 after trading as high as DM 326.

Stocks again drew strength from busy seasonal trading. Horstmann rose DM 3 to DM 185, while Karstadt and Kaufhof advanced DM 1 to DM 281.50 and DM 266, respectively.

VW picked up the 50 pfund lost on Monday after its announcement of an expected deficit of DM 390m this year. It closed at DM 202.60. Other motors were easier.

Insurer Allianz, which is bidding for Eagle Star of Britain, advanced DM 10 to DM 819 after the previous session's DM 10 rise.

Bonds extended their recent recovery, prompted by steadier U.S. credit markets and reflecting yields which had risen sufficiently to attract fresh enthusiasm. The Bundesbank supplied the market with a large DM 84.3m of paper after Monday's sales totalling DM 20m.

Meanwhile, the Bundesbank reported that net sales of domestic bonds in November fell to DM 7,298m from DM 10,018m in October but were above the previous year's level of DM 6,718m.

Gross sales in November totalled DM 14,500m after DM 17,288m in October and compared with DM 15,70 in November last year. November redemptions were little changed at DM 7,228m after DM 7,386m in October, but were down on previous November's DM 8,986m.

Shares continued to advance in Brussels. FN, the arms and sports goods manufacturer, rose BFr 170 to BFr 2,300, while oil company Cometa climbed BFr 145 to BFr 2,470 following an announcement that a consortium of the company and Gulf-Feikok had found oil in Zaïre.

Among holding companies, Groupe Bruxelles Lambert added BFr 25 to BFr 2,280, while Société Générale de Belgique and Sofina rose BFr 30 to BFr 1,675 and BFr 5,300, respectively.

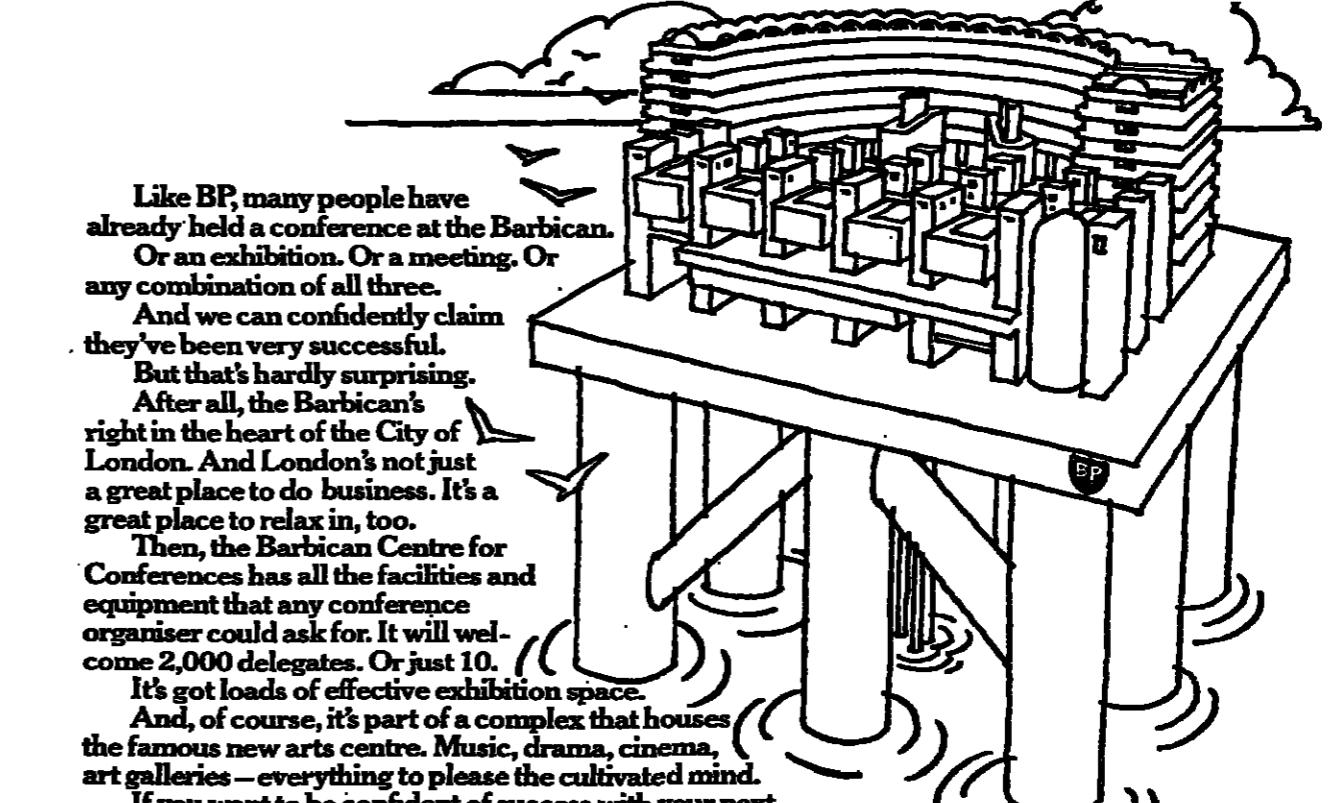
A mixed to higher tone emerged in Zurich with selective buying providing support.

Tour operator Kuoni rose SwFr 200 to SwFr 5,750, while Hoffmann-La Roche gained SwFr 75 to SwFr 10,800. In financials, Jacobs-Suchard saw some demand adding SwFr 75 to SwFr 6,600, and Landis und Gyr "B" traded 15 cents higher at SwFr 1,510.

Swiss domestic bond issues held steady. Provisional figures from Credit Suisse show that foreign borrowers tapped the public and private Swiss capital market for a record SwFr 30bn this year – a rise of 10 per cent.

Continued on Page 20

## BP discovered a new site for their annual meeting at London's Barbican.



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FT21/12

Barbican Centre for Conferences

## NEW YORK STOCK EXCHANGE COMPOSITE CLOSING PRICES

Continued on Page 19

## AMERICAN STOCK EXCHANGE COMPOSITE CLOSING PRICES

**Continued on Page 2**

## **NEW YORK STOCK EXCHANGE COMPOSITE CLOSING PRICES**

**Continued on Page 20**

Sales figures are unofficial. Yearly highs and lows reflect the previous 52 weeks plus the current week, but not the latest trading day. Where a split or stock dividend amounting to 25 per cent or more has been paid, the year's high-low range and dividend are shown for the new stock only. Unless otherwise

-1<sub>2</sub> noted, rates of dividends are annual disbursements based on the latest declaration.

+ 1<sub>2</sub> a-dividend also extra(s), b-annual rate of dividend plus stock dividend, c-liquidating dividend, cl-called, d-new yearly low, e-dif. Jand declared or paid in preceding 12 months g-dividend in Canadian funds, subject to 15% non-residence tax, i-dividend declared after split-up or stock dividend, j-dividend paid this year, omitted, deferred, or no action taken at latest dividend meeting, k-dividend declared or paid this year, an accumulative issue with dividends in arrears, n-new issue in the past 52 weeks. The high-low range begins with the start of trading, nd-next day delivery, P/E-price-earnings ratio, r-dividend declared or paid in preceding 12 months, plus stock dividend, s-stock split. Dividends begins with date of split. ss-sales, t-dividend paid in stock in preceding 12 months, estimated cash value on ex-dividend or ex-distribution date, u-new yearly high, v-trading halted, vi-in bankruptcy or receivership or being re-organised under the Bankruptcy Act, or securities assumed by such companies, w5-when distributed, w6-when issued, ww-with warrants, x-ex-dividend or ex-rights xds-ex-distribution, xw-without warrants, y-ex-dividend and sales in full, yd-yield, z-sales in full.



## LONDON STOCK EXCHANGE

## MARKET REPORT

## RECENT ISSUES

# Engineering and Food leaders push equity index to another record closing level

## Account Dealing Dates

## Option

## First Declarer Last Account

## Deals Dealing Day

## Dec 22 Dec 29 Jan 9

## Dec 29 Jan 12 Jan 22

## Jan 16 Jan 23 Jan 6

## "New-time" dealings may take place from 9.30 am two business days

## ago

## rose the same amount to 155p.

## After 155p, Merchant Banks were quiet with only Brown Shipton, 10p bettered to 325p, making any significant progress.

## The firm's main clearers displayed speculative gains and revised speculative demand raised First National Finance 24 to a high for the year of 70p.

## Eagle Star fluctuated narrowly

## awaiting fresh moves in the bid

## and closed 6 down at 729p.

## But, after Minet's nine-month figures, Minet came back from a 1983 peak of 14p to end

## a net 3 lower at 13p, while C. E.

## Heath slipped 10 to 318p and

## Sheffield 7 to 231p.

## Deals commenced yesterday

## in Palms Group, formerly Mont-

## fort (Kutting Mills); the shares,

## suspended in November at 28p,

## closed 35p up to 32p.

## Meanwhile, Charterhouse

## Rothschild, formed by the

## merger of Charterhouse and RIT

## and Northern, opened at 104p

## and closed at 105p with the

## Warrants quoted at 41p.

## Distillers, a nervous market

## since last week's acutely dis-

## appointing interim results,

## attracted scattered buying on

## recovery hopes and improved 7

## to 227p.

## Significant movements in

## Buildings were few, but Burnett

## and Halsallshires encountered

## revived demand and rose 10 to

## 135p, after 140p. On the other

## hand, McCarthy and Stone eased

## from 200p to 198p, while

## T. J. recently good news

## also gave 8 to 38p, presenting

## the possibility that its Raleigh

## interests are soon to be sold, advanced 6

## to 170p following Press com-

## ment. Lucas and GKN both rose

## around 5, the latter being stimu-

## lated by broker's circular.

## Cadbury Schweppes and Tate

## and Lyle also made good head-

## way.

## Royal Bank up

## As so often in the recent past,

## the Financials sector provided an

## earlier surprise feature. The Royal

## Bank of Scotland, an old take-

## over favourite, advanced

## strongly to 215p before closing

## 29 up on balance at 203p on the

## announcement that Lloyds Bank

## had acquired a further 4.9 per

## cent of the group's equity at 205p

## per share to take its holding to

## 21.3 per cent; the move revived

## suggestions that Lloyds would

## make a general offer for RBS

## despite the former's comment to

## the contrary yesterday.

## The continuing better tone in

## sterling again found reflection

## in the gilt-edged market where

## quotations moved higher

## throughout in thin trading.

## Closing improvements at the

## longer-end ranged 4 to 7, while

## shorter maturities ended profit

## estimate, shed 6 more to 62p.

## Stores subdivided

## Lack of investment enthusiasm

## left leading Stores a shade

## easier for choice but Debenhams

## provided an exception, rising to

## 155p before closing the turn

## dearer at 140p on continued

## optimism concerning the pos-

## sible blow-off of the Webley

## Westland were prominent with

FINANCIAL TIMES STOCK INDICES										
	Dec 20	Dec 19	Dec 18	Dec 15	Dec 14	Dec 13	Dec 12	Dec 11	Dec 10	year ago
Government Secs.	82.70	82.64	82.34	82.26	82.30	82.43	79.45			
Fixed Interest	85.96	85.96	85.86	85.81	85.83	85.92	81.83			
Industrial Ord.	766.8	762.1	759.3	758.8	751.1	750.6	588.7			
Gold Mines	570.1	562.8	560.0	567.0	571.5	584.3	505.8			
Ord. Div. Yield	4.59	4.62	4.65	4.65	4.66	4.66	5.10			
Earnings, Vol. 3 (full)	9.37	9.45	9.45	9.51	9.65	9.65	10.99			
P/E Ratio (net) (%)	13.02	12.94	12.92	12.85	12.81	12.71	10.92			
Total bargains	21,120	19,880	22,411	19,888	19,982	20,88	17,944			
Equity turnover £m.	170.69	225.86	255.88	189.00	209.1	123.3				
Equity bargains	16,085	15,747	16,430	15,413	16,416	16,505	14,626			
Shares traded (m.)	124.5	144.9	150.0	109.7	129.	94.8				

## 10 am 763.7. 11 am 764.9. Noon 765.8. 1 pm 766.5

HIGHS AND LOWS S.E. ACTIVITY										
	1983	Since Compl'n				Dec. 19	Dec. 18			
		High	Low	High	Low					
Govt. Secs.	83.70	77.00	127.4	49.18	51.00	160.8	149.3			
Fixed Int.	86.41	81.90	150.3	50.53	50.53	104.8	98.4			
Ind. Ord.	762.9	11.90	11.34	5.36	18.86	200.2	198.5			
Gold Mines	754.7	444.6	754.7	444.6	444.6	157.3	160.1			

finance operation. Electrical retailers were irregular. Comet

reached 10 in 1980, while Whessoe, reflecting further consideration of the preliminary figures, rallied 6 to 112p. Comet

closed 5 at 125p, while Dicks

and McKechnie closed 5 to 117p,

while Rowntree Mackintosh gained 2 to 229p. Tate and Lyle, a dull

market, however, reached 10 in 1980, while a poor market for

5p. The trend, Johnson and

Banks, 11, 10, 11, 12, 13, 14, 15,

16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 54, 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 70, 71, 72, 73, 74, 75, 76, 77, 78, 79, 80, 81, 82, 83, 84, 85, 86, 87, 88, 89, 90, 91, 92, 93, 94, 95, 96, 97, 98, 99, 100, 101, 102, 103, 104, 105, 106, 107, 108, 109, 110, 111, 112, 113, 114, 115, 116, 117, 118, 119, 120, 121, 122, 123, 124, 125, 126, 127, 128, 129, 130, 131, 132, 133, 134, 135, 136, 137, 138, 139, 140, 141, 142, 143, 144, 145, 146, 147, 148, 149, 150, 151, 152, 153, 154, 155, 156, 157, 158, 159, 160, 161, 162, 163, 164, 165, 166, 167, 168, 169, 170, 171, 172, 173, 174, 175, 176, 177, 178, 179, 180, 181, 182, 183, 184, 185, 186, 187, 188, 189, 190, 191, 192, 193, 194, 195, 196, 197, 198, 199, 200, 201, 202, 203, 204, 205, 206, 207, 208, 209, 210, 211, 212, 213, 214, 215, 216, 217, 218, 219, 220, 221, 222, 223, 224, 225, 226, 227, 228, 229, 230, 231, 232, 233, 234, 235, 236, 237, 238



## LOANS—continued

High Low Stock Price +/ - Int. I Pct.

1983 1982

Met Wtr 3rd '82

Met Wtr 3rd '83

Met Wtr 3rd '84

Met Wtr 3rd '85

Met Wtr 3rd '86

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# DAIWA SECURITIES

## MINES—continued

### Australians

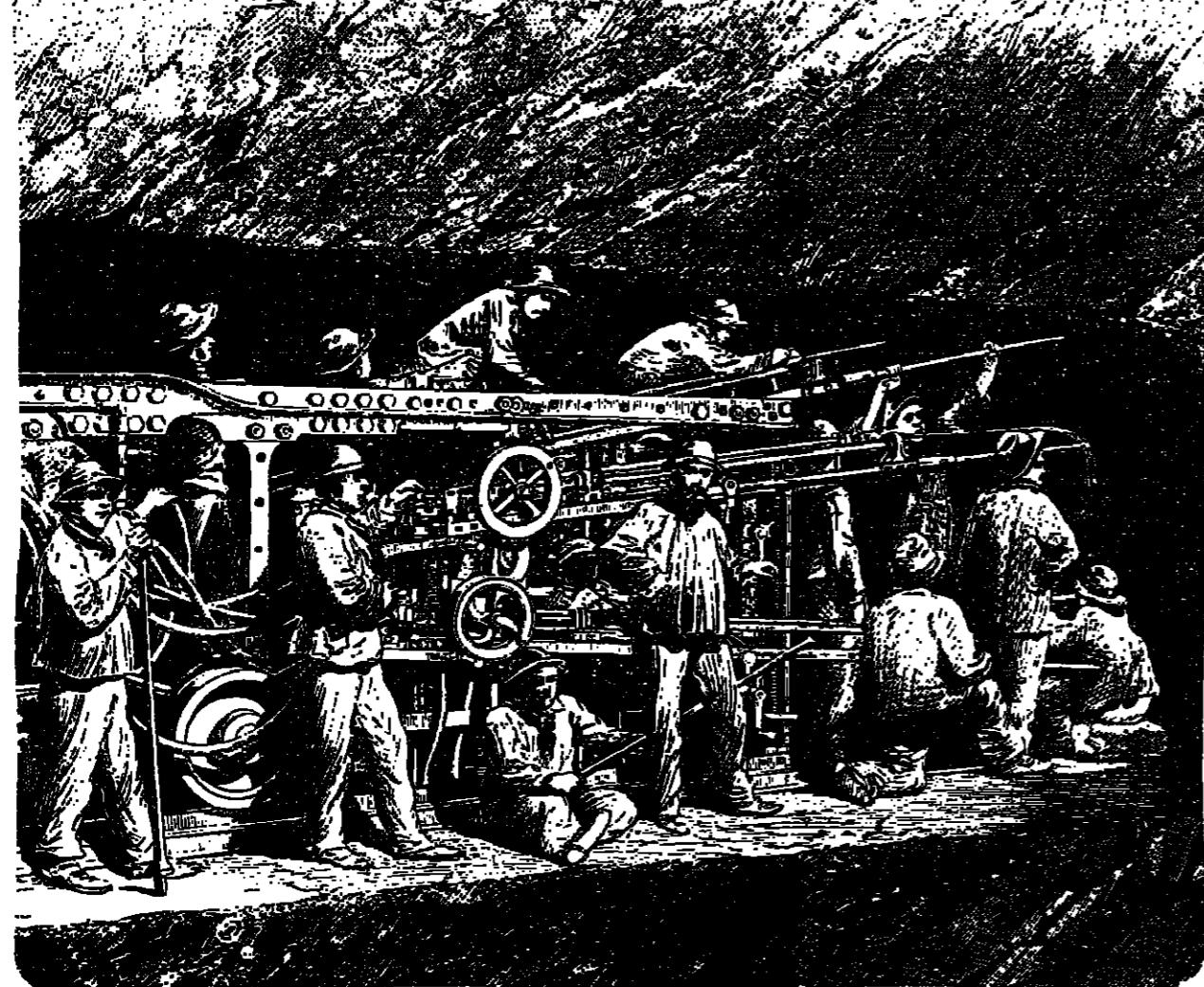
#### WACM 20c.











Sommelier's compressed air rock drilling machine revolutionised tunnelling techniques and made possible the 7.5 miles Mt. Cenis Tunnel, which was officially opened in 1871. It was the first to break through the Alpine barrier. No less indispensable was the financial vision of those who arranged the funding of this 14-year project, which cost £3 million.

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*This announcement appears as a matter of record only.*



### European Coal and Steel Community ("ECSC")

Belgian Francs 3,200,000,000  
Fixed Rate Loan Due 1993

*Provided By*

**Standard Chartered Bank PLC**

*Arranged By*

**Hill Samuel & Co. Limited**

October 1983

**Scandinavian Finance B.V.**  
(Incorporated in the Netherlands with limited liability)  
U.S.\$70,000,000  
Floating Rate Serial Notes  
due December 1993  
Guaranteed on a subordinated basis by  
**Scandinavian Bank Limited**  
(Incorporated in England with limited liability)

For the six months  
21st December, 1983 to 21st June, 1984  
In accordance with the provisions of the Notes, notice is hereby given that the rate of interest has been fixed at 10% per cent and that the interest payable on the relevant interest payment date, 21st June, 1984 against Coupon No. 1 will be U.S.\$543.28 per note.

Agent Bank:  
Morgan Guaranty Trust Company of New York  
London

**SEAT**  
Sociedad Española de Automóviles de Turismo, S.A.  
U.S.\$100,000,000  
Guaranteed Floating Rate Notes due 1993  
(redeemable at the option of Noteholders in 1990)  
Unconditionally and irrevocably guaranteed by  
Instituto Nacional de Industria

In accordance with the Provision of the Notes, notice is hereby given that the Rate of Interest for the next six months interest Period has been fixed at 10% p.a. and that the interest payable on the relevant Interest Payment Date, 22nd June, 1984, against Coupon No. 1 in respect of each Note will be U.S.\$546.46.

Agent Bank  
Continental Illinois Limited

## INTL. CAPITAL MARKETS

### EBIC may launch Ecu bond

By Mary Ann Sieghart in London

THE EUROPEAN Banking Company is expected to launch an Ecu 50m bond today through Société Générale. It is thought to have a five-year life with a 10% per cent coupon at par and will involve an interest rate and currency swap. Other co-lead managers will probably be involved.

Elsewhere, markets were very quiet. In the dollar sector, most dealers have finalised their positions for the year and trading is desultory. Prices hardly moved yesterday, though Japanese convertibles showed strength, reflecting the

**BHF Bank bond average**

Dec 20 Previous  
97.914 97.861  
High 1983  
102.017  
Low 97.699

new highs of the Tokyo stock market. Mitsubishi Heavy Industries' recent \$100m convertible, for instance, rose from 101 to 103½ on the day.

Prices rose by about ½ point in the German secondary market, mainly due to a weaker dollar, but turnover was low. In Switzerland, prices closed unchanged.

### European Asian Bank raises capital

By John Davies in Frankfurt

EUROPEAN ASIAN Bank, the Hamburg-based commercial and foreign trade bank, is raising DM 55.2m (\$20m) from shareholders through a capital increase.

The bank, which is actively building up credit business in Asia, is owned by Deutsche Bank of West Germany (60 per cent), Creditanstalt-Bankverein of Austria (22 per cent), Société Générale de Banque of Belgium (9 per cent) and Amro Bank (9 per cent).

The capital raising is in the form of a DM 24.5m increase in notional capital at a premium of 125 per cent to lift total shareholders' funds to DM 409.9m.

European Asian Bank said yesterday that economic recovery in the export oriented Asian-Pacific region had helped to boost the bank's assets from DM 6.2bn to more than DM 8bn in the first 10 months of this year. Its operating result also rose substantially, it said.

### THE REPUBLIC OF TRINIDAD AND TOBAGO U.S.\$50,000,000

Floating Rate Notes due 1990  
In accordance with the provisions of the Notes, notice is hereby given that the Rate of Interest for the next six months interest Period has been fixed at 10.01% per cent. Period has been fixed at 10.13% per cent. Amount of U.S.\$549,64 will be payable on 22nd June, 1984, against surrender of Coupon No. 2.

21st December, 1983  
Manufacturers Hanover  
Limited  
Reference Agent

Av. price changes: on day +½, on week 0

### YEN STRAIGHTS

Australia 8½ 92

Issued Bid Offer Change on day week Yield

15 101½ 100½ -½ -½ 7.25

Av. price changes: on day +½, on week 0

## FT INTERNATIONAL BOND SERVICE

The list shows the 200 latest international bond issues for which an adequate secondary market exists. The following are closing prices for December 20.

**U.S. DOLLAR STRAIGHTS**

America 6½ Fin 10% 80  
100 93½ 94½ 0 -½ -½ 11.12

Australia Comm 11½ 80  
100 100½ 102½ 0 -½ -½ 11.12

Australia Comm 11½ 80  
100 96½ 96½ 0 -½ -½ 12.18

Australia Comm 11½ 80  
100 93½ 94½ 0 -½ -½ 12.49

Australia Comm 11½ 80  
100 97½ 98½ 0 -½ -½ 12.50

Australia Comm 11½ 80  
100 98½ 99½ 0 -½ -½ 12.65

Australia Comm 11½ 80  
100 98½ 99½ 0 -½ -½ 12.81

Australia Comm 11½ 80  
100 97½ 98½ 0 -½ -½ 12.98

Australia Comm 11½ 80  
100 98½ 99½ 0 -½ -½ 13.07

Australia Comm 11½ 80  
100 98½ 99½ 0 -½ -½ 13.25

Australia Comm 11½ 80  
100 98½ 99½ 0 -½ -½ 13.35

Australia Comm 11½ 80  
100 98½ 99½ 0 -½ -½ 13.52

Australia Comm 11½ 80  
100 98½ 99½ 0 -½ -½ 13.62

Australia Comm 11½ 80  
100 98½ 99½ 0 -½ -½ 13.75

Australia Comm 11½ 80  
100 98½ 99½ 0 -½ -½ 13.85

Australia Comm 11½ 80  
100 98½ 99½ 0 -½ -½ 13.95

Australia Comm 11½ 80  
100 98½ 99½ 0 -½ -½ 14.05

Australia Comm 11½ 80  
100 98½ 99½ 0 -½ -½ 14.15

Australia Comm 11½ 80  
100 98½ 99½ 0 -½ -½ 14.25

Australia Comm 11½ 80  
100 98½ 99½ 0 -½ -½ 14.35

Australia Comm 11½ 80  
100 98½ 99½ 0 -½ -½ 14.45

Australia Comm 11½ 80  
100 98½ 99½ 0 -½ -½ 14.55

Australia Comm 11½ 80  
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## EC-JAPAN SYMPOSIUM

# TOWARDS FURTHER DEVELOPMENT OF EC-JAPAN ECONOMIC RELATIONS

### — THE ROLE OF INVESTMENT —

About 300 representatives from Government and business sector in Europe and Japan met in Tokyo on November 17th and 18th to hold the third EC-Japan Symposium.

The meeting, co-sponsored by the Commission of the European Community, the Japanese Ministry of International Trade and Industry and the Japan-EC Symposium Committee, followed the first such symposium held in Tokyo in November 1981 and continued in Brussels last January.

At the opening session of the symposium, Japanese Prime Minister Yasuhiro Nakasone and Gaston Thorn, the EC Commission President, who were unable to attend the meeting, sent welcoming messages.

Prime Minister NAKASONE, after strongly emphasising the efforts Japan has made to uphold the free trade system, continued: "It is both appropriate and timely that the third EC-Japan Symposium is being held with the aim of exploring the ways and means of enhancing closer relationships between Japan and the EC by focusing discussions on investment exchange, which is expected to play an important role in the revitalisation of the economies of Japan and the member nations of the EC through technology transfers and other means. I sincerely hope that the representatives from various circles in Japan and the EC will actively engage in discussions to achieve these positive results. In concluding, I wish all of you a successful Symposium and look forward to the further development and strengthening of relations between the European Community and Japan."

EC Commission President THORN said: "Closer cooperation between the European Community and Japan is so important for the revitalisation of the world economy. But cooperation, like trade, must be a 'two-way street' and although we are certainly in favour of increased Japanese investment in Europe when it is coupled with new techniques or new employment opportunities, we must also not forget that the European presence in Japan has to be reinforced, not only in terms of more businessmen selling more products to Japan, but also, more significantly, increased industrial investment in one of the most active world markets must be actively encouraged. As in trade, we would like to see a greater balance in our investment relationship."

After two days of practical discussions, which revealed just how small where the current levels of two-way investment flow between the EC and Japan, participants generally agreed the symposium had provided valuable insights into how this situation could be rectified.

The following pages contain summaries of speeches delivered at the symposium.



The closing session of the symposium, at which special addresses were delivered by Mr. Sosuke Uno, Minister of International Trade and Industry, and Viscount Etienne Davignon, Vice-President of the Commission of the European Communities. Flanking the two speakers are Mr. Laurens Jan Brinkhorst, Head of the Delegation of the Commission of the European Communities in Japan, and Mr. Kunio Komatsu, Vice-Minister for International Affairs, Ministry of International Trade and Industry.

## To the Japanese, it's a *kaidan-tansu*. To Hitachi, it's an edge.



The problem was as old as two-story houses: what to do with the wasted space under the stairs. Grafting a staircase to a chest of drawers seemed a logical solution, but actually building such a hybrid proved tricky. What effect would someone standing on the stairs have on the opening and closing of the drawers below? Only by finding an interface between two distinct fields — architecture and cabinetmaking — was it possible to create the elegant answer shown at right.

Many modern companies try to emulate the broad thinking that went into the *kaidan-tansu*. But in today's ever-changing world, staying at the forefront of several highly specialized fields demands a company with a dauntingly wide base of experience. A company like Hitachi.

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## ADVERTISEMENT

## EC-JAPAN ECONOMIC RELATIONS — THE WAY FORWARD



**Sosuke Uno**  
Minister  
International Trade and Industry

Under the strong initiative of Prime Minister Nakasone, Japan has continually examined a comprehensive program of economic measures. As a result, on October 21st, Japan decided on a number of practical measures for expanding domestic demand, further opening up the market, promoting imports and so on, in order to ensure economic growth led by expansion of domestic demand. In the process of studying this program, I have taken the initiative and made my own best efforts to incorporate the most effective measures possible. I hope that my efforts will be made more effective through collaboration on the part of the EC and the U.S.

In announcing these measures, Prime Minister Nakasone emphasized that if they were to become truly effective, it was essential there be a combined effort between government and private sector. Furthermore, he asked the people of Japan to continue welcoming foreign goods without discrimination, as this was vital to promote imports. Personally, I don't believe Japanese people are prejudiced against foreign products. In my case, my watch is Swiss, my ball-point pen made in West Germany and my tie in France and so on. In regard to capital goods, for a long period after the Second World War, the equipment and machinery Japanese plants most cherished was imported from Europe and America. So I am sceptical of criticism by foreigners that Japanese people have a peculiar preference for domestic products over foreign ones. As a matter of fact, in order to solve these questions I have just made a proposal to the ambassadors of the 10 Community nations suggesting we conduct a joint case study in this regard. We sincerely wish foreign enterprises to be successful in Japan. But if exports are to be expanded a study of Japan's chang-

ing demand patterns is essential.

At present, 60 percent of our population was born after the war, and the tastes and preferences of this generation are changing dramatically. I believe it is important for Community efforts to be consistent with these kind of changes. As this symposium is being held, a Japanese market access promotion mission of top businessmen from the trading companies, distribution industry and other sectors is visiting Europe. The mission was sent out of a belief that it will be of mutual benefit to Japan and Europe to cooperate in assisting European firms not familiar with the Japanese market to understand what must be done to sell their goods in Japan. While there is a tendency to be obsessed with the flow of goods alone, the flow of capital and services, including technology, is also important and will show further expansion in the future. We are witnessing the dawn of a new age ushered in by the development of practical application of high technology. During the 1970's we found ourselves in the midst of a dynamic adjustment of industrial structure on a global scale. In the process there emerged many problems which have strained the world economy. But, at the same time technological innovation has started up in the field of electronics, materials engineering and biotechnology. Innovation in electronics and other high technology fields will have enormous direct and indirect implications not limited to innovation within the industry but affecting all aspects of economic and social lives. I do not think it is an exaggeration to say we are on the threshold of a new civilization of our own making.

The only problem is in trying to decide how to turn these possibilities into realities. But we are united in our view that promotion of industrial cooperation is extremely important for this purpose. Among the different forms of industrial cooperation, investment exchange will play an important role in strengthening Japan-EC relations. This is because investments are expected not only to expand the economic and social involvement in each other's countries, they also promise to contribute to the expansion of technological exchange and trade in goods and services. Needless to say, the nucleus of investment exchange is the private company. Enterprises are naturally expected to pursue their own interests on one manner or another. But, on observation one finds that many in fact also act out of an interest to contribute to their local communities.

According to a JETRO survey many of the Japanese enterprises in Europe have said they have a cumulative deficit. However, in spite of this, more than half of these enterprises responded that their businesses were developing and they have actual expansion plans. The local pro-

curement of these companies is as high as 60 to 90 percent. It is true that when they were first established many of them started with low rates of local supplies because of various technical and processing problems in production. However, even these firms are trying to increase their procurement ratio. For example, I have heard that some companies, including those in the electronics sector, are sending technicians to local component manufacturers to help these raise the quality of their goods in order to be able to supply with electronics companies with needed products. In this manner Japanese enterprises in Europe are deeply involved in the local communities and are contributing to the European economy. My concern is that they may be subject to disadvantageous treatment in the conduct of their business by Community countries other than those in which they are located. I would like Japanese companies in Europe to be treated as truly European firms.

In the 1960's, there were merely 12 Japanese investment projects in the production sector of the Community. That number has grown in leaps and bounds, adding 67 new projects in the 1970's and 44 since the beginning of this decade. I would like to see Japanese enterprises take active steps towards investing in the Community, while at the same time deepening their understanding of the reality of the European economy and the way we should approach future relations between Japan and the Community.

It is incumbent on us to create an environment which will augment entrepreneurial vitality (in both directions). In this respect, protective measures must be abolished, because, although they may be considered temporarily useful for the revitalization of industries, in the longer term they only delay our coping with the evolution of the times. Last February, MITI told the European Community its forecast of export of certain items to the Community. This was done in the hope it would assist the Community in its efforts to undertake strong initiatives to restore the competitiveness of its industries. I am pleased the EC summit held in June had on its agenda the revitalization of the European economy and that follow-up discussions continue. For my part, I sincerely hope practical results will accrue from these efforts.

It is the policy of Japan to welcome the increased role of investment for the purpose of promoting mutual understanding between Japan and the Community and for closer economic relations. But these relations must not be confined merely to problems of trade or limited to short term perspectives. Relations between Japan and the Community extend far beyond the areas of trade as both sides have vast responsibilities to contribute to the development of the world economy.

Japan-EC relations have been a subject of intense debate, frequent tensions and sometimes real difficulties over the past years. During that period has loomed large the continuing and widening trade deficit of the European Community with Japan, the low level of Japanese imports from the EC and more particularly its low propensity to import manufactured goods.

Over these years, major problems between us have seemed to remain unchanged. It is true that underlying economic conditions which exacerbate all these problems have not improved. But I think there has been considerable evolution related to the way in which both sides are trying to cope with this. I think more and more we see a greater realization on the part of Japan of efforts needed for the maintenance of a liberal world trading order, an essential economic underpinning of the West's strategic security.

Second, there is a greater awareness of the fact that no major trading country can continue to maintain large trade surpluses without seeing that this imbalance creates tensions and unleashes those forces which might lead to modification of the free trade system, which would be the worst result. There is also recognition of the consequences of concentration of exports in certain sectors which could undermine the industrial basis of trading partners and bring with it unacceptable social as well as economic distress. But it is also important to underline that as far as the EC is concerned we have modified our perceptions and corrected our sometimes too simplistic views.

We have today a much greater appreciation of the crucial importance of the need to strengthen relations with Japan. We understand today that Japan is a pillar of the entrepreneurial, pluralistic democracy and the open multilateral trading system. Secondly, we are now proceeding with a more positive attitude vis-a-vis Japan, which is less perceived as

an impenetrable market and more and more understood to be a potential partner if the conditions and modalities of mutual cooperation can be worked out.

Finally, there is a recognition that the solution of our problems is first and foremost in our own hands. We are committed to a determined effort that our industry will return in the principle areas of growth to being as competitive and quality conscious as its major competitors in the world. We want to belong to the best and we will. This is an indispensable component of useful cooperation. This does not flourish between a strong and weak partner. We want to be a strong partner and we want to cooperate.

The more accurate perceptions on both sides together with better communications and understanding will affect future programmes. Unfortunately they do not, of course, suffice to make problems disappear. It remains a fact that our economic relations in spite of all efforts remain in many respects unsatisfactory and is far from what it could attain. And this, of course, means that we move beyond trade into investment, beyond trade into transfer of technology and mutual and reciprocal activity in science and development. As regards trade, the problem is well known and I do not need to labour the point once again. The persistence of such a large disequilibrium in our trade balance could be an obstacle to the positive development of our overall relationship. This is why we must not divert our attention from addressing the more fundamental causes of difficulties.

In so far as investments are concerned, we are still very much at the beginning of the road, and what is striking is that the imbalance of trade is also reflected in the investment sphere. So it shows we are involved in a family of problems and it is an illusion to believe we can settle one problem without considering the others. Japanese investment in the Community is 10 times the flow in the other direction. It is also interesting to note that this Japanese investment is up to 80 percent outside the manufacturing area, so there is a relatively small contribution to the European economy in terms of growth, jobs created and transfers of technology. I think we have agreed that this should be improved in the coming years.

Of course, one can always explain the reasons for imbalances. But I wonder if we don't spend too much time trying to explain why things do not work and little time on trying to make things work properly. Is it true that there is a very high cost of entry to the Japanese market? Is it true in all areas? What can one do about it? How can one practically look for solutions which we require and proceed in this action without calling on our too accustomed defensive reflexes, instead of

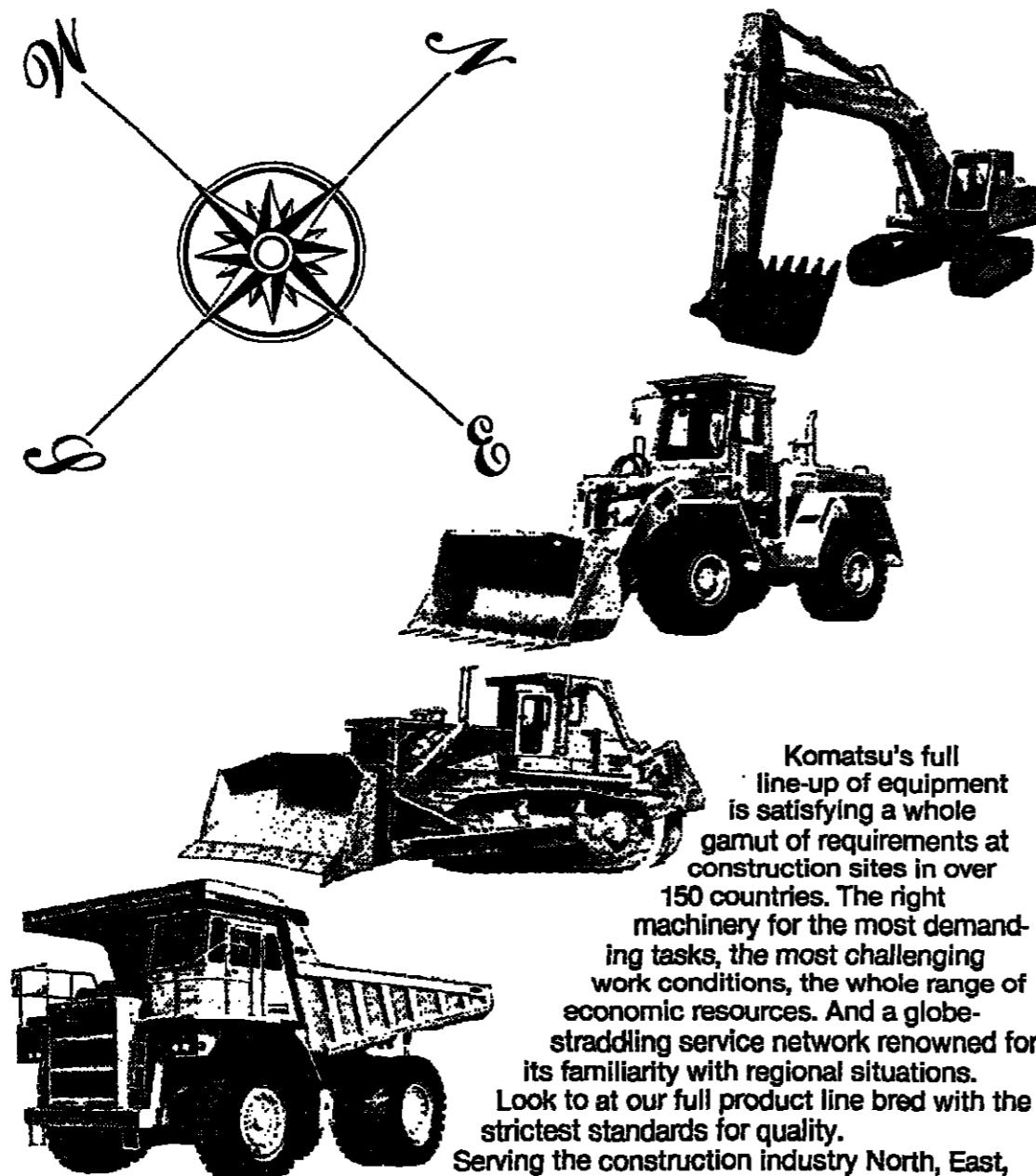
counting on our imagination and determination? We will be telling our colleagues and entrepreneurs in the Community that it is not correct that efforts to penetrate the Japanese market or to invest successfully are doomed to failure from the start or are incommensurate with the benefits to be expected. In some cases, this could be justified in the past. But I refuse to look at the future through the glasses of the past. By doing so we would be justifying our lack of entrepreneurial dynamism and risk-taking. And this would be inconsistent with our ambitions.

We will continue to tell our Japanese colleagues that sometimes we have difficulty in understanding some Japanese defensive reflexes. Japan is a success. It has overcome the challenge of the future. So, it can no longer be considered by Japan as a vulnerable country whose only resource is the skill and hard work of its people. We would like to study why there is a preference to acquire technology through license rather than purchase of foreign technology. Why does the tendency still exist for Japanese production to be exported rather than invested in manufacturing overseas? Although we recognise that in modern activities it is essential to have at one's disposal the services to promote sales, it is important when manufacturing is involved to look at what can be produced locally instead of looking systematically to the importation of components from Japan. We believe that a change in these investment flows could act as a corrective to the trade situation and not, as is the case now, an element which worsens it. We are grateful to the activities of Japan to increase cooperation with the EC, and the first priority today is to be practical and to create the necessary climate for the development and deepening of our economic relations. Promotion of this cooperation is essential. Only by getting our industrialists to join forces can there be better understanding and development of a commonality of interests which will gradually eliminate all obstacles, whether regulatory, economic or psychological, which still hinder development of our relations.

How can we encourage cross investment and industrial cooperation? We have just been discussing this and now have better understanding what we should try to do and how we should try and do it together. One point that strikes me is that enterprises on both sides have many resources at their disposal to assist them, but these are largely unilateral activities, whether promoting imports, exports, industrial cooperation or investment. So far we don't have joint activities with a common goal. I hope these unilateral programmes will slowly be merged together so we can manage them with greater efficiency.

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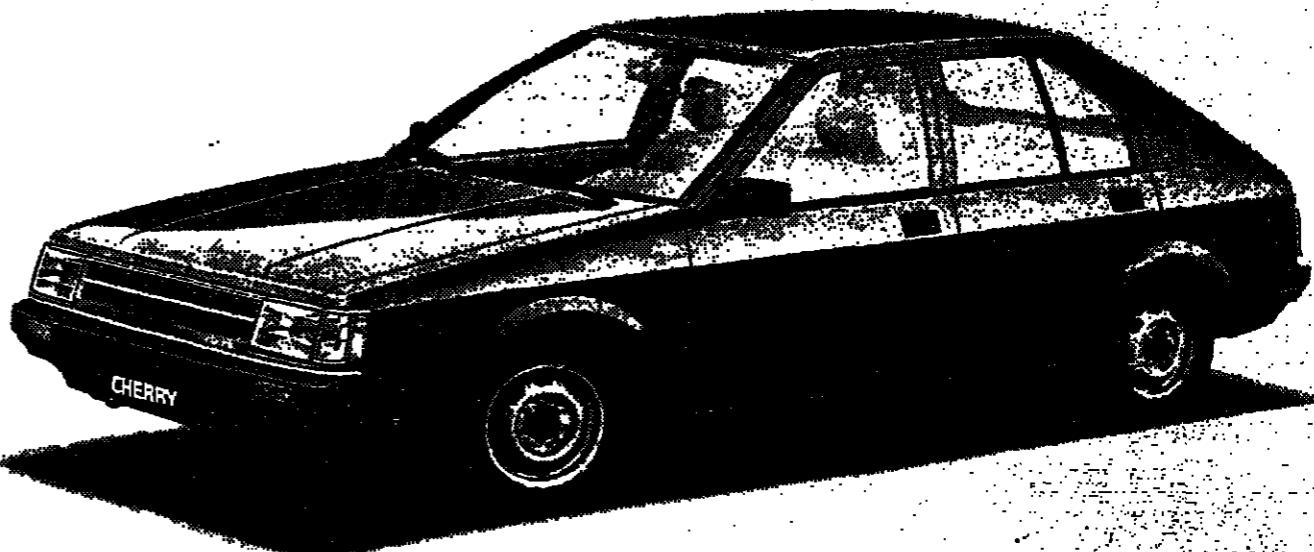
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## THE ROLE OF CROSS INVESTMENT IN EC-JAPAN ECONOMIC RELATIONS



Tasuku Takagaki  
Resident Managing Director  
for Europe  
General Manager, London Office  
The Bank of Tokyo, Ltd.

The outstanding problem within the growing economic relationship between Japan and the EC is the imbalance in trade. It is forecast that the Japanese surplus this year with the EC will reach 12 billion dollars. With the closing of factories and growth in the number of unemployed, it is easy to point to the trade imbalance as one of the causes of the EC's economic slump. However, when one looks dispassionately at the situation, a differential in industrial competitiveness stands at the root of the problem and it will prove quite difficult to improve the trade balance without narrowing this differential. Cross investment between Japan and the EC can play an important role as a measure to redress this imbalance by probing for those industries in which the EC holds a potential comparative advantage, stimulating the revitalization of EC industry and thus erasing the differentials in industrial strength that stand at its root. The general benefits of Japanese direct investment for the EC nations are the promotion of import substitution and export-oriented industry, with the transfer of technology and the widening of employment opportunity occurring in parallel. In addition to these general benefits, however, there are two others that can be anticipated.

The first is a broad based, down to earth opportunity to create a place for dialogue and understanding. Japan and the EC nations share the characteristic of being advanced, industrialized nations, but geographical distances and differences in thought cultivated through long centuries of history have created an arena in which misunderstandings and confrontation develop easily due to insufficient understanding of each other. Direct investment by corporations and the exchange of technology creates a place to work and think together. A number of Japanese corpora-

tions, particularly those in the household appliance industry, have already shown this to be true in Wales and Scotland in the United Kingdom where I live. It seems that deep human relationships are being built year by year in these places to an extent unattainable by Japanese like myself who live in a cosmopolitan metropolis such as London. The same can be said in the case of technological exchanges. For instance, in the technical tie-up between Honda and British Leyland, the personnel exchange alone is considerable with large numbers of technicians working together with a common goal over considerable periods of time. This contributes not only directly in terms of the exchange of technology, but also indirectly to the promotion of communications between Japan and the United Kingdom.

The second effect of direct investment from Japan to the EC is the strengthening of the competitiveness of EC industry. This requires the combination of a multitude of factors such as rationalization of manufacturing processes, improvement of quality control, employment of superior design and maximizing control over costs.

Direct investment and technological transfer from Japan to the EC can and has made a positive impact on the EC industrial system, contributing to the actualization of the comparative advantages held by EC industry through the remodelling and creation of new perceptions. The vast majority of EC nations can point to long traditions as industrialized countries and a wealth of outstanding technologies. Many of these nations played the role of teacher in Japan's own industrialization. With the passing of history and the advance of technology, today a large number of Japanese industries hold the comparative advantage which cumulatively appears as the differential in industrial competitiveness between Japan and the EC. However, there are a variety of potential industrial and technological strengths of the EC nations that could be actualized given the right opportunity. For example, Prime Minister Thatcher frequently seeks to inspire British industry and academia by criticizing an inability of British industry to transform basic research strengths into competitive products. To some extent the cause of this lies in the inefficiency of the British manufacturing system, possibly due to the relatively low esteem of applied production technology compared to basic research and development. If improvement is made through the impact of Japanese investment and technological cooperation, then the international comparative advantage of British industry can be expected to rise. This point is important when one considers that the teamwork between basic research and applied technology will grow increasingly necessary in the future commercialization of leading edge technologies such as biotechnology,

microelectronics and space development.

These observations on the role of Japanese direct investment in the EC fundamentally apply to EC investment in Japan as well. The commercialization of the EC's superb basic research may be best undertaken within the EC or it may at times be best accomplished in Japan. Direct investment in Japan by EC-based corporations again provides a place for broad based, down to earth dialogue and cooperation. There are many lessons for us to learn from the thinking of those associated with corporations in the EC, who have been seasoned by a very complex and different history than our own. When people speak of external direct investment, they are usually thinking giant corporations. But for such investment to really expand and take hold, it must include the overseas expansion of large numbers of top class medium-sized corporations.

A JETRO survey of Japanese companies operating in the EC found they were not satisfied with local parts procurement with respect to quality, delivery and price. In order to supplement the local parts industries, these companies sought the entry of Japanese companies in electronic parts, auto parts and plastic processing. These fields, dominated by medium sized companies, can certainly be expected to play a central role in the expansion of Japanese investment activities in the EC. Direct investment in these fields would produce the synergistic effect of expanding the scale of pre-existing Japanese firms while stimulating new investments by large corporations.

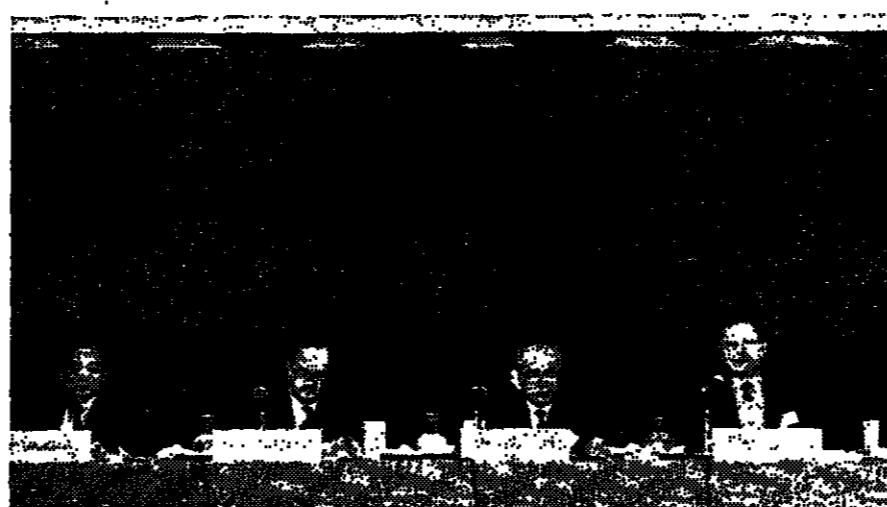
★ ★



Jean Peyrelade  
President  
Compagnie Financière de Suez

Studying the situation of EC-Japan investing, three simple ideas emerge: Japanese investment overseas is much lower than those of comparable industrialized countries; in spite of this low level, these Japanese investments have been much more important than foreign investment in Japan to a ratio of one against 12, more than 50 billion dollars having been invested overseas by Japan since 1950, against a comparative cumulative figure of less than five billion dollars for foreign investment in Japan; among foreign investments here, European ones again have been much lower than American ones, to a ratio of one against three.

Should we be satisfied with this situation? Obviously not. But to what extent is reinforcement of flows of investment necessary? I am a European banker, but I will try to understand both parties' positions. What are the reasons for EC investment in Japan?



The opening session of the symposium, with the two special speakers, Mr. Takagaki and Mr. Peyrelade, flanking the Co-Chairmen, Mr. Fesella and Mr. Komatsu.

The first reason, which is sufficient in itself, is that Japan is the third market in the world after the United States and Europe. The standard of living, the rate of growth of the economy justify an increase in the volume of investment, both industrial and commercial, from Europe. But I am not sure that European industry has yet fully realized the strength and speed of Japanese economic growth. However, there has been an interesting change in recent years. Investment in Japan now is not only done just by giant corporations like in the 1970's but also by medium firms. And these firms are investing not exclusively in the Tokyo-Osaka area, but also in some Northern and Southern regions of Japan, which is exactly what regional authorities try to support.

But there is a second reason which makes an investment in Japan a strategic decision. You all know that Japan is understood to be a very difficult market. I am not going to list the complaints of European firms against Japan, which are already well known. Despite the progress which has been done, some administrative difficulties still remain. The industrial and commercial habits, which are very different, are the main protection against foreign products. To the problems and obstacles, the joint venture with a Japanese partner constitutes probably the best reply. The joint investment for European companies is the best way to become familiar with very different business habits. This is precisely the method that has been followed by some French companies to adjust their products to the local market and to face very tough competition squarely. We should not, however, try and pretend to ourselves, despite these examples, that investment in Japan is not as difficult if not more as exporting products to Japan. But the corresponding effort is really fruitful if done in the proper way over a sufficient length of time.

The third reason for investing in Japan is that it allows for a fruitful exchange of technology. I wonder, however, if many people in Japan realize that Europe is an important place for research, especially fundamental research. It might be a surprise, but public spending in this field is more important in Europe than it is in Japan. I will give another example, which may be even more surprising. The balance of licenses between France and Japan shows a credit in favour of France. I am not too proud of this because I think it would probably be better for us to develop by ourselves some products that might result from a few of our discoveries. In the other way, of course, the European firms who have invested in Japan take some of the benefits from Japanese research, especially applied research. Here we come to a very important point. If you want to have a real exchange of technology, one should reach a degree of confidence and stability in the relations between partners. This is a very desirous

point in that one partner, whether European or Japanese, should not be getting a unilateral profit from the exchange.

Independently from these technological aspects, one of the major advantages of an industrial investment in Japan is the discovery by the European company involved of the characteristics of the Japanese industrial process. For example: the extreme importance of quality control, which is one of the main reasons for the success of Japanese products abroad. This learning motivation is one of the reason why, I think, IBM has built some of its plants in Japan and it is not just by chance the quality control process has been credited by the company as one of the main features of its development. Secondly, there is automation. Japan has three times more robots than the United States. Even sushi-making now uses robots, it seems. I hope that thanks to quality control the gastronomic quality is not affected to any extent. Automation is certainly a field where we have much to learn from Japan. Finally, the location of European companies in Japan can open up opportunities for new European-Japanese joint ventures in other parts of the world, mainly but not exclusively in Asia and the Middle East.

Turning now to Japanese investments in Europe: in my view they might be a reply to some of the difficulties we have had in our normal trade relations. By improving employment in Europe, Japan may to some extent mitigate some of our complaints about the excessive surplus in the trade balance. But in order to avoid any misunderstanding, this investment should comply with three conditions. If these are not observed the misunderstandings might be reinforced and not weakened. These conditions are: (1) that the investment should be as much as possible as industrial one and not only purely commercial. But unhappily, in France at least, the number of Japanese commercial investments is much higher than industrial ones. (2) This is a very tough point, but the added value from European origin should be as high as possible unless we accept the risk of having the investment appearing to be only as a way of avoiding some possible external protectionism. (3) This investment should not have as its main result the complete obliteration of important sectors of European industry. Competition, of course, is necessary, but fight and competition are not the same thing. Many Japanese investments in France and in Europe in general comply with these conditions. They give to Europeans a positive image of the Japanese investments. This image should be reinforced.

Finally, these transfers should open up opportunities for transfer of technology to Europe from Japan. Industrial cooperation and joint investments are necessary. Much has been done already, but I think we still have a lot more to do.

## FORTAB ELSE! The seamless connection: Bank of Tokyo

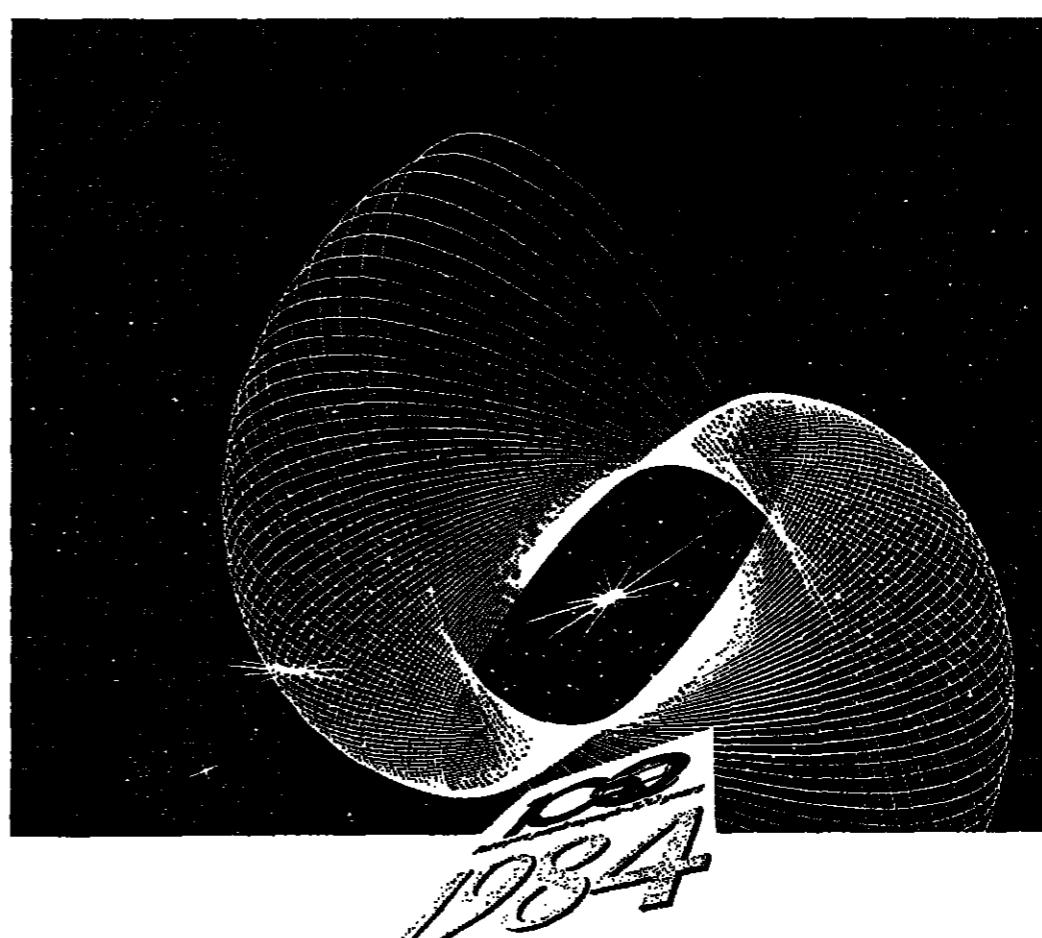


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and staff, management and shareholders, company and customer, is an important factor in this. This is not the only factor. We can look at the laws and regulations of this country and find very few instances of actual discrimination against foreign interests. However, much of the reality of doing business in Japan stems from the compliance with administrative procedures that tend to develop their own life and outlook. It is very difficult to fit in with these administrative procedures without a clear understanding of what can and cannot be done and, perhaps even more important, a clear understanding of how things are done. This, again, does not come overnight. I think one of the problems foreign companies face is development of their own staff. Recruitment practices in Japan differ from elsewhere. It is customary for an established company to take its people direct from university and these people are prepared to join such a company because of its established reputation as an employer. For a company which is new to this country it is like breaking a vicious circle. How do you establish a reputation as an employer if you find it impossible to employ the people you want? It is a real problem that takes a great deal of time, patience and determination to overcome. I think there is a long gestation period not only in respect to staffing, but also development of customer acceptance, not to speak of more technical and administrative matters, testing and quality procedures and so on, which lead to acceptance by administrative authorities of the product to be sold. Finally, there is the large cost of advertising, which is much easier for a large, established company to carry than a new small company that wants its products to be known.

I don't want to present a one-sided picture of problems. I want to emphasize the opportunities of Japan and the negative impact of crying doom and failure all the time which tends to discourage others from trying. Because, if it really does become a self-fulfilling prophecy: if people think it is impossible to develop a position in the Japanese market they will not even try. One of the biggest discouragements undoubtedly is the very high cost of entering the market due to the long period needed for development. So any measures that help to overcome the barriers to investment in Japan, I think, must be directed at easing the high entrance cost.

I know funds are made available by Japanese organisations to attract investments or imports. But I think European businesses might find it more congenial to avail themselves of financing opportunities directed to their specific needs from some organisation like the Common Market. Of course, it can be done on a national scale. But it seems to me that the common interest of all suppliers in Europe is such that a common approach by the EC would not be impossible.

Another way of facilitating the easing

of entrance costs could be the establishment of joint warehousing at major points of entry to the Japanese market, especially to help newcomers who find it costly to cope with administrative procedures and then find customers for their products. It has to be appreciated that service, maintenance and replacement in Japan is way beyond the expectations of customers in other parts of the world and this must be taken into account when counting costs. Japanese customers certainly are very spoilt. But that is the reality and if we are to compete successfully with Japanese companies we have to meet customers demands, requirements and expectations in the same way.



Isamu Yamashita  
Chairman  
Mitsui Engineering  
and Shipbuilding Co., Ltd.

I would like to examine the question of the joint venture from the viewpoint of the 20 years experience Mitsui has now had in a cooperative arrangement with a major West German engine maker. It was established in 1963 under a licensing agreement to make and market in Japan small, high speed diesel engines for land use. At the time it was established, there were many regulations by the foreign investment law stipulating the equity ratio etc. It took eight months to obtain government approval, and the final equity ratio was 60/40 in favour of Mitsui.

But as long ago as 1976 we had experience of introducing Danish technology in Japan for the manufacture of marine main engines. This had great impact to encourage us in this latest joint venture with a European partner. The joint venture started production and marketing after a year of plant building. But it took many years before it could stand on its own feet and the first few years were very difficult. However, the company tried to improve its product range and marketing as well as production facilities through plant rationalisation.

Thus, we could improve performance to overcome two oil crises and to have a

rather satisfactory performance today. All the time, our West German partner tried to understand the position of the joint venture and acted in concert with us. Nevertheless, after a period, the German partner decided to entrust full management to the Japanese side, although we still have good relations between the two parent companies. I was closely involved in the establishment of this joint venture and I think there are three key considerations that always have to be kept in mind. First, there is a need to have deep mutual understanding. We were lucky to have very good communications in this case so that even when the joint venture ran into difficulties it was possible to take concerted steps. Thanks to the efforts of the foreign partner in understanding local conditions—like a decision-making process from the bottom-up involving internal consensus, industrial relations based on the company union and the need to respond to severe competition in the market by seeking ever more ways to cut costs. So the foreign partner in a joint venture must face all these issues and many more besides. But I wonder if the European side really realizes the magnitude of the problems and the peculiarities of the market?

From the Meiji Restoration in the mid-19th Century, Japan sought to absorb civilization and technology from the West. This was repeated with the postwar economic recovery. So, in the past, there has been a one-sided pattern, which is still being strongly felt through the existence of a perception gap between Japan and the West. But now we have reached the age of dialogue, overcoming this past perception gap.

I would like to offer some thoughts on how Europeans coming into Japan invest must regard their activities. First, in assessing the results of the investment, you must take a long term view. In the case of European and American firms, results are commonly assessed on a single-year basis. But the Japanese practice is entirely contrary to that. You are expected to continue operating a business even under adverse circumstances. From a social standpoint, premature withdrawal from the market is simply not accepted. Secondly, the majority of any profit is retained for immediate reinvestment in research and development, plant expansion etc. You cannot expect to recover your investment in the short-term. It is not an appropriate action if you try. Nowadays, it is expected that the areas for possible joint ventures will become more and more diversified. This will increase the amount of initial investment required and also make the payout period even longer than in the past. So it is even more important than ever to understand the philosophy of doing business in Japan to avoid mistakes.

My final thought is that market mechanisms, competition must be the dominant force and must be allowed to function freely. Excessive protectionism

of industries will undermine their vitality and impair their development. Unbalanced, excessive economic controls will also damage entrepreneurship. So, in order to promote cross-investment we need to try further to deepen mutual understanding and narrow that perception gap.



Peter Freck  
Member of the Board  
of Management  
Volkswagenwerk Aktiengesellschaft

Cooperative tie-ups can distribute the enormous capital burdens of expensive technology and investment onto several shoulders, as well as opening up new market opportunities and encouraging standardization of technology. Our cooperative venture with Nissan has also enabled both sides to realize a significant increase in available information pertaining to legal restrictions, regulatory obstacles and official procedures in the states of the cooperating partners. More marketing data and experience in the intensively competitive Japanese market with its rising global importance can be gained and a positive atmosphere can be created for a more international orientation of corporate policies.

But cooperative projects cannot simply be initiated for the sake of cooperation. We believe it to be extremely important that partners in such tie-ups maintain their individual identities. Cooperation should be designed in a way that maintains a balance of power between both partners. We would have serious reservations about arrangements which have the purpose of leaving a defined segment of the market to one of the partners alone. To us it is apparent that partners cannot be divided into suppliers of first line technology and suppliers of inferior second line technology which subsequently would be cut off from future technical developments in a particular area, thus blurring their identity as a viable competitor in the marketplace. Cooperation can only fulfill its role in promoting free international competition and maintaining access to difficult markets when partners are prepared to preserve that certain balance and avoid projects with anti-trust ramifications.

I would like to add a word about a special experience we have gained. A cooperation agreement can contribute very significantly to the development of a new willingness to learn. Those who develop this ability can appreciate competitor's advantages instead of continuing to follow

old prejudices. Thus a cooperative effort generates positive future-oriented learning experience which is most helpful to your own corporate culture. Our American colleagues frequently believe such cooperation to be or border on restraint of trade. Our experience with cooperation in Europe during the past decade actually proves that where balance is built in and identities are preserved, partners actually benefit rather than become limited in their future capabilities. We know that we can jointly continue the manufacture of engines, transmissions or components and at the same time continue competing with our products. In fact the European industry has been able to expand and refine an aggressive competition to satisfy rising consumer demands through the wise selection of cooperative products and division of labour.

There is one term which in my observation is used very frequently in the Japanese media today: "kokusai" international. I sometimes have the impression that the dynamic striving of Japan for internationalization is intended more for the purposes of external expansion, i.e. going abroad with trade and investment. But at home in Japan one continues to be inclined to keep doors closed. Fears of increased protectionism abroad are growing in Japan. But I am not quite certain whether the Japanese genuinely realize and appreciate the importance which cooperation really can have to trade relations; when they occur increasingly on Japanese soil. Japan has achieved a great and even increasing responsibility for the structure of the world economy. In my view Japanese must therefore devote substantial effort to the "internationalization" within their own country. If we work together, become familiar with the mutual strengths and weaknesses, adjust to new technological developments and if we are willing to pursue new but very difficult marketing opportunities, then we as industrial countries can base our growth on a new and sound foundation.



The chief participants gave a press conference at the end of the symposium. Here Viscount E. Davignon, Vice-President of the EC Commission, summarizes the discussions, listened to by MITI Minister Sosuke Uno. Also in the picture are Laurens Jan Brinkhorst, Head of Delegation of the EC Commission in Japan and Mr. Kunio Komatsu, Vice-Minister for International Affairs, acting as symposium Co-Chairmen.

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## Panel Discussion

### JAPANESE INVESTMENT IN THE EC — EXPERIENCE, PROBLEMS & PROSPECTS



**Yoh Kurokawa**  
Managing Director  
The Industrial Bank of Japan Ltd.

On the basis of my experience in working in close relationship with various types of enterprises, I would like to speak on the present situation of Japan's investment in Europe. The main feature is that it is mostly in the commerce and services sectors. There has not been a significant amount of investment in the manufacturing industry yet. Investment in the manufacturing sector is the best sort of investment to create jobs and we strongly hope Japanese investment in this area will be substantially increased. However, the policy towards foreign investment varies substantially from country to country, creating difficulties. One example is an EC country that does not reveal a list of industries in which foreign investment is acceptable, although that country has claimed to the world it welcomes foreign investment. What is worse, the authorities of that country often stipulate applications for as long as a year after they have been submitted, saying "We do not need this sort of investment in our country." Let me now take up problems Japanese enterprises face after they have made investments in Europe. The Industrial Bank of Japan has had a long close relationship with Yoshida Kogyo, the largest multinational manufacturer of zippers with 37 overseas factories. It made its first investment in the EC in 1964 and now has manufacturing and sales subsidiaries in all EC countries except Luxembourg. All are showing good performances at present, but a number of formidable obstacles and difficulties had to be overcome before success was finally achieved.

Yoshida Kogyo's experience demonstrated that manufacturing operations in EC countries meet with many arbitrary obstacles connected with the interests of

EC members that differ from country to country. Eventually reasonable decisions are reached by the EC Commission in these cases. But we must note that it will take a long time and considerable expense before reasonable decisions on all outstanding matters are finally given. We have to pay our highest respects to Yoshida Kogyo for the tenacious tactics employed and for the efforts this pioneering company has made. Based on its experience, Yoshida Kogyo seems to have established a policy of concentrating on local production while holding down imports of manufactured products from Japan as far as possible thereby avoiding arousing trade friction. We think this is the most important point we have to take into consideration when we invest in Europe.

There are many other problems involved in making investments, including those related to labour issues and obtaining work permits. Investment in Europe is not an act of charity, but unless it is something which appeals to the local people and which brings long-range benefits to the people where the plant is established, overseas investment will not be welcomed and cannot hope to last long. I believe this is the most important lesson we ought to keep in mind from Yoshida Kogyo's case.

What we are at present most anxious about is the move to have the Vredeling directive adopted by the EC. This stipulates that any company in the EC employing more than 1,000 workers must convey to a representative of the workers without delay comprehensive information that would clearly explain all activities of the company, including the management and financial situation, prospects for business, production and sales, present situation and prospects for employment and prospects for investment. I am afraid that such a directive, if enacted, would adversely affect Japan's large-scale investment in Europe to a very great extent.

As a private organization wishing to encourage investment in the EC countries, we have set up an "International Investment and Technical Exchange Committee" within the Federation of Economic Organisations (Keidanren). While intended to cover relations with all areas of the world, our exchange of viewpoints with EC countries, in fact, is the most active due to the mounting trade frictions. We also have a separate committee discussing various concrete problems between France and Japan. I believe the role of committees like this is significant in rendering basic assistance and advice.

In order to bring investment plans to fruition, our bank has concluded a business cooperation agreement with the state-owned French bank Paribas. In Italy, we have established a joint venture

with a state-owned financial institution specializing in medium and long-term financing. In both instances, we have been successful in promoting a number of cases of investment and technical cooperation between Japanese companies and firms in these countries, and other arrangements are at various stages of progress.



**Lord Catto**  
Chairman  
Morgan Grenfell Holdings Ltd.

I think I should use this symposium to turn to the means rather than the ends of investment, to say how we view that prospect and how we in the financial services sector believe we can best help. Above all, I want to try and allay three fears which I think may sometimes have a discouraging effect on our Japanese partners when they consider direct investments in Europe.

First, investment is very welcome, European industry knows full well the im-

portance of foreign investment. Second, I don't believe you should be unduly deterred by the financial and currency risks of investing directly in Europe. A very wide and sophisticated range of options is available to finance investment in Europe and to hedge the currency exposure involved. For example, in major Community countries such as the U.K., Germany and Holland, the local financial credit and bond markets are open to you. It is a fact much regretted by European banks and investors that, with the single notable exception of the Swiss Franc bond and private placement markets, Japanese issuers and borrowers have been conspicuous by their relative absence. There is no doubt that an issue of straight debt in the Sterling, Deutschmark or Dutch markets by a prime Japanese corporate borrower, whether in its own name or guaranteed by a Japanese bank, would be well received.

Finally, a perhaps delicate topic but one which I nevertheless feel I must deal —

the question of acquisition. With us in London, acquisitions of public companies are an almost daily event. Though on the Continent the tradition is to seek the management's agreement, and contested takeovers are rare, the recent battle between St. Gobain and the General Des Eaux in France shows they are by no means non-existent. Nevertheless, while I would not hesitate to recommend to a foreign client that he bid for a suitable public company in Great Britain, even if the company's management were likely to oppose the offer, I would not recommend this procedure on the Continent. I am well aware that most Japanese corporations in practice are likely to be reluctant to get involved in a high visibility contested takeover battle in a foreign country, and I respect their reasons for this. But while takeover battles attract the headlines, by far the greatest number of acquisitions are on a friendly negotiated basis and form a crucial part of the European industrial scene and in the adoption of companies' structure and strategy to changing conditions.

An acquisition enables a company to acquire a proven product or technology, proven sales network or proven management team and thus avoid many of the risks of starting from the top of the experience curve in a new market; in the case of many Japanese corporations, the attractions are perhaps likely to lie in the existing sales network and management team rather than product of technology. Acquisition obviously implies the taking over of existing market share, with minimal disruption to the existing pattern of supply and demand, where green field investment is likely to involve a net gain in total capacity with consequent damaging effect on price structure.

Finally, acquisition is often a cheaper method of acquiring productive assets than the alternative of starting afresh. As there has been as yet so little Japanese industrial acquisition in the Community I can only imagine it is because two problems most frequently associated with this form of investment weigh strongly on your minds: the difficulty of harmoniously and successfully integrating into a new larger whole an acquired company with its particular habits of mind, working methods and management structure, and the problem of obtaining political consents. Both difficulties, I believe, can be exaggerated. From my own experience I can tell you that a great many managements — especially at the crucial middle-management level — welcome the challenge of greater growth, brought about by the financial backing which may come from association with a powerful multinational firm, and the will display qualities of motivation and loyalty as great as or even

greater than any team put together ad hoc to run a new venture.

On the question of government consent, it has traditionally been a problem in some countries, but the position is steadily evolving towards a more liberal policy — partly no doubt because of politicians' sensitivity to unemployment in a recessionary environment and the need to assure the future, even of apparently healthy firms.



**Ryuzaburo Kaku**  
President and  
Representative Director  
Canon Inc.

Canon's relationship with Europe dates back to 1957. At present there are 20 locally incorporated sales companies in Europe with 4,500 employees accounting for a quarter of Canon's total sales volume. Canon products are locally produced in Giessen, a suburb of Frankfurt, West Germany, where some 300 persons are employed. This followed the purchase in 1972 of a local photocopy development corporation that became insolvent. For the first seven years, the company was managed by German nationals with one or two Japanese staff members dispatched for communicating technical information, but the management was changed to Japanese in 1978 because of difficulties related to quality control and cost increases. The new strength of Canon Giessen today lies in the combination of Canon's know-how and Germany's traditional sophisticated technology. A decision was made this year to establish another local production line of copy machines, on the outskirts of Rems, France, with production starting next year. By the third year — when it will produce 10,000 units a month and provide approximately 500 jobs — the plant should start exporting copiers to other countries in Europe as well as Africa and the Middle East.

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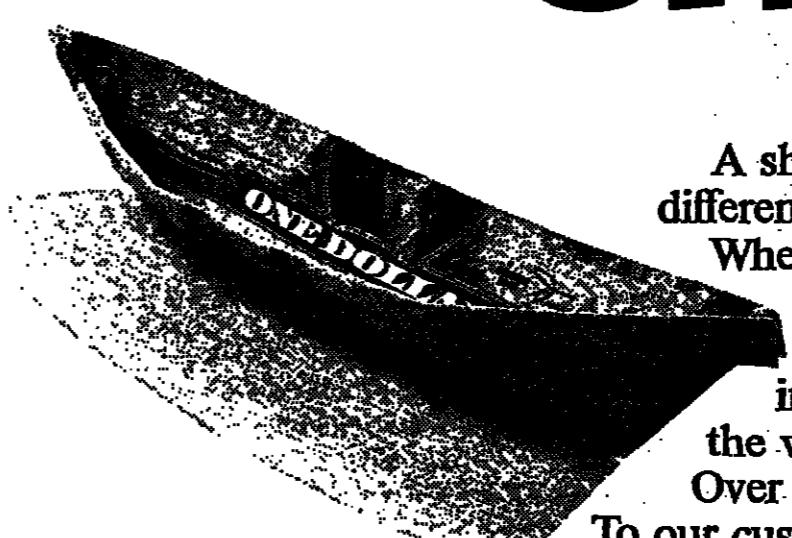
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Investments in the EC are not without their problems. Some relate to management. Since the 1970's when Canon became a partner to local agents or established local sales companies, management of the companies has basically been local. However, as a result of diversification and expansion of Canon's operations, there were some difficulties which developed with local management, and in some cases, Japanese have been dispatched from Tokyo to redress the problems. We recognised the problem as basically one of lack of communication and lack of consideration in training and educating management to meet the challenges that accompany expansion.

In order to learn from this lesson, a training program has been implemented in the last four years. A group of fine local managers has been invited twice a year to learn from outside experts the history, society, economy of Japan and characteristics of Japanese companies. Company lecturers have provided useful information on Canon's management philosophy, planning and technological development. The programme is a two week course which includes visits to plants. About 60 persons have benefited from it to date. There are other broader exchange programmes in addition. Every year, about 200 production engineers and service personnel have been invited for technical training in Japan. For the purpose of rewarding outstanding sales performance, long term employment and also for the purpose of training dealers and agents, a total of about 500 persons, including spouses, have also been invited to Japan every year. About 10 journalists also receive invitations to visit Japan each year. These programmes are aimed at helping these people obtain a better and clearer understanding and recognition not only of Canon's management philosophy but a deeper mutual understanding of Japan.

The second problem area is the existence of a grey market due to European currency fluctuations. Those distributors who do not make any appropriate effort for maintaining fair market conditions abuse the time lag between currency fluctuations and price adjustment for unfair disposition of products through the grey market. This has been detrimental in maintaining appropriate prices and profits of other dealers. This is a troublesome problem which also involves anti-trust laws.

The third problem has been the difficulty in increasing the local procurement of materials and components. Despite Canon Giessen's efforts, high quality components have proved to be too expensive or measures to improve productivity have been delayed due to differences in labour practices. It is in this area that we hope the European countries will exert efforts by investing more in rationalisation and in technolog-

cal development, as well as by improving labour-management relations through consultations aimed at achieving higher production.

The fourth area has to do with facilitating direct investments. On the whole, the governments of the U.K., France, Belgium and the Netherlands have been active in promoting industrial cooperation including direct investments, while there is a difference in attitude of other EC countries. West Germany, for instance, has tended to leave it more to private sector initiative. It would be helpful if governments could allow foreign companies to define the scope of their business activities slightly more broadly in relation to granting licenses for local production. Business would be activated and would also benefit greatly from the position of at least being able to freely procure funds for expansion in local currencies, since this would help hedge investment risks.



Ichiro Shinji  
President  
Victor Company of Japan, Ltd.

that Euro-Japanese cooperation was the viable way to transcend national boundaries to achieve mutual benefits on both the business and national levels. To tell you the truth, we first felt such ideas would be difficult to work out, mainly for three reasons. First, the four partners no doubt have different philosophies, with varied backgrounds and histories. Secondly, individual partners must have different business interests in their respective environments. Thirdly, management and operations would be extremely difficult if there is no strong leader and it is performed by four partners with equal influence.

In the course of the discussions, however, the parties exchanged opinions from a viewpoint that cooperation is the best way to benefit themselves while further benefiting the entire EC. We eventually became confident that the spirit of cooperation and reciprocity as well as personal respect that existed among the four partners could overcome future problems. On JVC's part, we became aware that our corporate policy of developing useful technology and serving consumers' needs through competition and cooperation could be shared.

In this way, judgements were made with a larger view in mind and with mutual confidence to organise J2T joint venture on the principle of equal partnership. As an underlying foundation, our proven mutual business relationship from supplying finished products greatly enhanced our negotiations for local production, now running at 400,000 units a year. Prospects for local procurement are bright now, and a project team was formed in early 1983 to prepare for larger-scale local procurement and production. In addition, a technical assistance agreement was concluded between Thomson-Brandt and JVC to make basic parts and perform basic chassis assembly in the EC. This began in France in September 1983.

We believe that achieving industrial cooperation is not an overnight process but a step-by-step result of firm business relationships and considerable time and efforts. There are several stages that must be passed in order to accomplish industrial cooperation between the EC and Japan. Taking the example of the electronics industry, there must first be a new product developed by new technology. Subsequently, a market for that new product must be created through cooperation and the joint efforts of all parties in the industry. Logics of investment do not allow immediate technology transfer and production. We have created the VTR market in Europe through common efforts with our European partners, to whom we originally supplied complete VTRs on an OEM basis. It was only after the market had been created and developed that conditions favourable to investments matured.

Even after the success of the market

and the beginning of investment for local production, it is not a viable proposition to immediately transfer the fully assembled process from the smallest parts to finished goods, because the product is a high technology component which regularly continues to be improved. It must instead start with semi knockdown (skd), then advance to complete knockdown (ckd) and finally to overall and complete local production. By going through these steps towards total local production, technology and necessary know-how, as well as mutual confidence are developed in each party and this will eventually lead to a stronger basic ability to independently develop original products. The electronics industry is beset with a variety of challenges, such as the accord between the EC and Japan on import quotas and other serious trade issues. We believe that direct investments, technical assistance or industrial cooperation with the EC must benefit both EC and Japanese concerns. The solution to these questions should be one which mutually satisfies the requirements of both European and Japanese industries.



Richard E. Norman  
Chairman and Managing Director  
Thorn EMI Ferguson Ltd.

Speaking from the European side of J2T, the joint venture has experienced few problems of any significance, which I am confident is due largely to two facts. First, the European parties had extensive experience in the manufacture of consumer electronics. Indeed the sides of the two manufacturing plants in Berlin and Newhaven largely use a labour force previously employed by Telefunken and Ferguson. Secondly, each enjoyed a close working relationship with JVC since the introduction of VHS. We recognised the fact that if the venture was to work then each one of the parties had to work collectively, in a spirit of cooperation and mutual trust. It is in this area that careful planning and skillful management identified any possible problems in the embryo stage and dealt with them effectively.

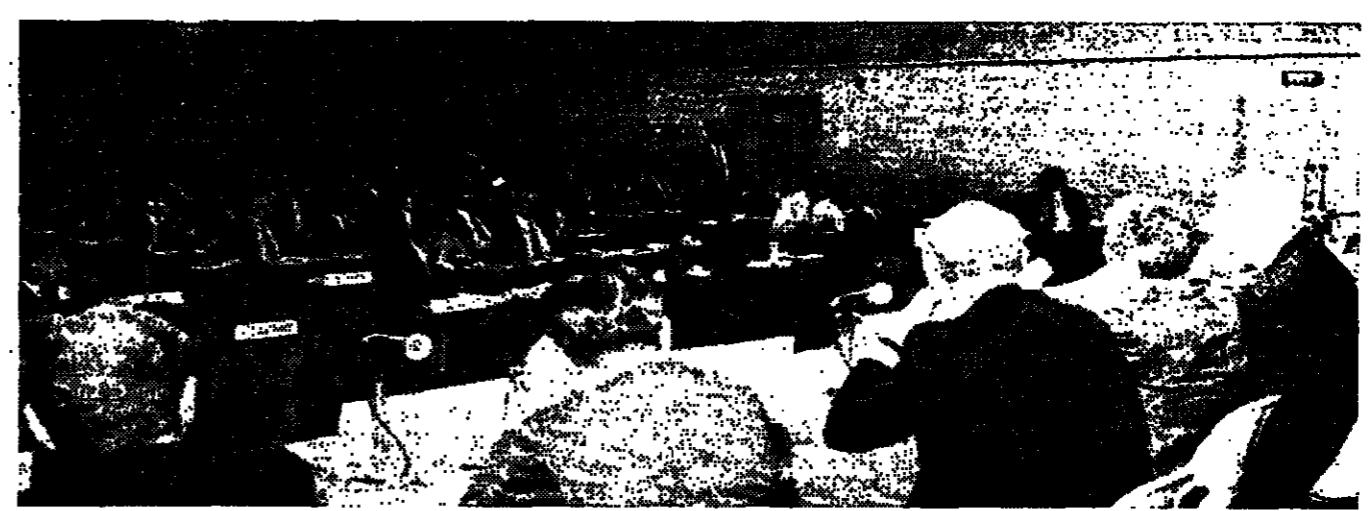
We were all aware that J2T had only one chance to prove that a European manufactured product would be of the same high quality as that perceived of equipment originated in JVC factories in Japan. Eighteen months of production has yielded sufficient quantities of product and proved sufficient time for our customers own quality records to be statistically significant and, with the aid of high calibre support from our Japanese colleagues guiding us in the implementation of their own particular style of quality control, we have achieved a particularly pleasing quality record. The work force in both factories responded in exemplary fashion to the challenge and their devotion and enthusiasm has proved that whether made in West Germany or the United Kingdom, the quality and reliability of J2T products equal the very high standards set by JVC and demanded by our customers.

Having proved that J2T factories can competently manufacture product, from components and kits sources from JVC, the company successfully completed stage one of its development programme. We are now wholeheartedly engaged in stage two — a project designed to in-

crease the amount of locally procured components and materials, thus making the venture's product truly European in origin and bringing with it opportunities for considerable increases in secondary investment and employment in the form of sub-contract agreements. Naturally, such new challenges bring their own problems and it came as no surprise that the first offerings from prospective European suppliers rarely met the specifications required by J2T. Currently we have achieved a level of 30 percent EC content and fully expect to reach in excess of 45 percent by the end of 1984.

J2T has produced in excess of 400,000 units and some seven percent of the EC market has been supplied by J2T factories in 1983. We are increasing production and envisage that the number of employees will be in excess of 800 by the early part of 1984 — progress that all three partners have worked hard to achieve and of which they can feel justifiably proud. However, each acknowledge that has not been achieved without much company soul searching. It would be remiss of me to conclude before first recognising that much is said about the difference of mentalities and cultures between Japan and Europe; indeed, they are well documented. Undoubtedly we had some problems in the commencement stage of the venture which were entirely due to the fact that the European mentality is quite different to that of Japanese, but we anticipated this and a basic pre-requisite which proved to be a valuable and realistic one, was a high degree of tolerance on the part of all concerned whilst observing the original objectives.

As time has progressed and J2T has grown, become established and accepted, our experience has shown that such close cooperation helps break down prejudices, removes reservations and is paramount in the success of a venture which is an excellent example of industrial cooperation between EC and Japanese companies based on industrial logic.



## European Workmanship and JVC Know-How: a Formula for Success.



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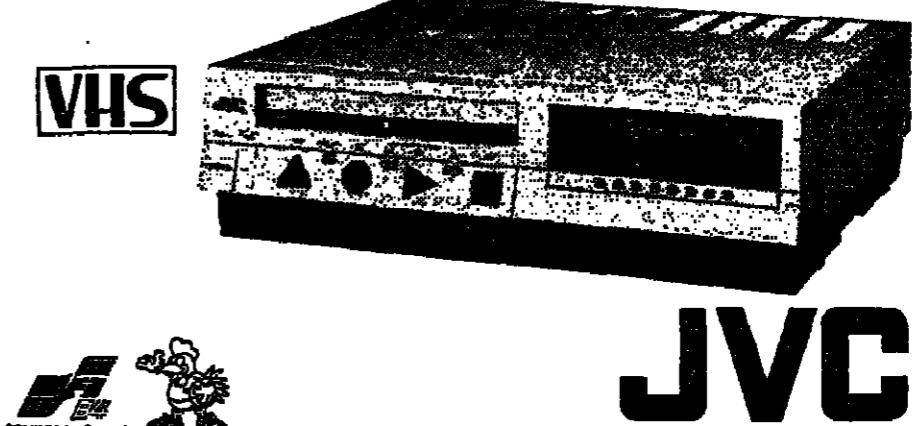
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## OVERVIEW OF EC-JAPAN CROSS INVESTMENT



Kunio Komatsu

Vice-Minister for International Affairs  
Ministry of International  
Trade and Industry

One fact that stands out conspicuously is that the EC carries on investment exchange with Japan on a much smaller scale than it does with the United States.

According to a MITI survey there were 141 European capital firms engaged in the manufacturing field in Japan as of March 1981, and these included firms outside the EC such as 18 from Switzerland and 8 from Sweden. In comparison there were 339 American firms involved. There are now 123 Japanese companies who have extended their business operations to the manufacturing sectors of the 10 EC nations. In contrast, there were 279 Japanese enterprises operating in the same sector in the United States as of June, 1982.

Investment exchange between Japan and the EC is still inadequate, but it has been showing signs of considerable expansion in recent years. To cite some recent examples on the Japanese side, Ricoh is to manufacture copiers in the United Kingdom and Canon to produce small-scale copiers in France. Daiwa Kokan and Tubel have set up a joint venture company to manufacture lance pipes for steelmaking in Belgium, while production of automobiles has begun in Italy by a joint venture corporation established by Nissan and Alfa Romeo. One point that deserves special attention, in my estimation, is the recent growth of investment in the high technology industries: IC, electronics, new materials, industrial robots and others.

Up until now, investment in Japan by EC enterprises in the manufacturing sector has centered on chemicals and pharmaceuticals. We welcome increasing activity and diversity of investment in Japan by EC companies, not only in the manufacturing field but in other areas as well, including sales. In particular, commercial investment will be an important part of the Community's efforts to expand exports to Japan. At the same time, we hope that such investments in commercial fields may eventually be linked to production in Japan in the future.

**Paolo Fasella**  
Director-General for Science,  
Research and Development  
EC Commission

Japan so far has directed 10 percent of its total overseas direct investment into the community, whereas Japan's share of the Community's overseas direct investment is only three percent. At the end of Fiscal 1982 Japan investment totalled \$3 Billion Dollars, the Community's investment being only one-tenth that sum. Such imbalance is all the more remarkable when one considers the Community's new overseas direct investment amounted to \$5 Billion Dollars in 1981. Apparently, it has not so far been attracted by Japan despite the country's above-average rate of economic growth.

Another surprising feature is that no less than 80 percent of Japan's direct investment in the Community is outside manufacturing, and Europe's share of

Japanese manufacturing investment on a worldwide basis is falling. Manufacturing investments, however, represent more than 40 percent of total direct investments by Community firms in Japan.

Japan's contribution to manufacturing employment within the Community in the past 20 years has been significant (over 26,000 jobs up to the end of 1982) and is growing all the time. Yet we learn that most Japanese firms still import over a third of their parts and equipment from Japan. We, in Europe, have to learn more about why this is the case, and to try to remedy these supply problems if we wish to maximise the employment effect of Japanese investment. But the effort to improve the extent of local value-added should not only come from the European side. Only in a few striking cases, has Japanese investment led to the free use and further development of technology originating in Japan.

This is not to say that the record of Community investment in Japan is any different: its contribution to employment in Japan is far lower than that of Japanese investment in the Community and its record of technology transfer, although perhaps better, is still limited by the small scale of overall investment.

The most obvious causes of imbalance in investment volume are what I would call external constraints: the regulatory or non-regulatory obstacles to investment. While these certainly exist in Europe, I believe they are more significant in Japan, in spite of legislative changes which have taken place. The difficulties of foreign companies to set up certain services here, and restrictions on the activities of foreign banks, for example, have certainly reduced the overall level of productive Community investments. I would also put the limitations imposed on independent distributors in Japan within this category of constraints, for Community companies need to be assured they can sell as well as produce goods here.

While we can understand the reasons for the close links between Japanese producers and distributors, the relatively small independent sector, at present only accounting for 16 percent of all retail outlets, must be allowed to grow to give newcomers a chance in the Japanese market. In addition, elaborate and slow-moving procedures for the testing and registration of new products add to the cost of investment in a new market and thereby discourage potential investors. These and other problems can partly be resolved by government intervention.

But the second, and more fundamental, constraints on EEC-Japan cross-investment will be more difficult to eliminate, as they are essentially psychological. The attitudes of both the foreign investor and the society in which he operates must show greater flexibility if cross-investment between the Community and Japan is to realise its full potential.

## ADVERTISEMENT

## SUMMARY OF PANEL DISCUSSIONS

Naohiro Amaya  
Special Advisor to the Minister of International Trade and Industry

From viewpoint of a traditional value system based on western civilization, perhaps some of the new variants of (this civilization that developed in Japan) might have elements which are difficult to comprehend by Europeans. However, no matter how strange or incomprehensible some of the factors of this new civilization are, I think it is defeatist to say just because it is difficult one should give up making an entry into this new region and civilization. Japan is at the entrance of the Western Pacific and also at the same time it is the centre of the region.

From now through the 21st Century, the Western Pacific region is going to play a greater and more important role in world history. For Europeans to more actively participate in this region, I think, will be of mutual benefit to all. Currently, it looks as if Japan is playing a dominant role in this region. The entry into the Japanese market by American industry is very active, but I don't see a sufficient level of active entry by Europeans. I trust that Japan will do everything to make the entry by Europeans easier and I hope that European companies trying to enter Japan will show the same spirit as (Edmund) Hillary did in climbing Mount Everest.

To my Japanese colleagues, I would observe that since 1983 Japan has been trying to absorb developments from the Western world and we now have a considerable level of expertise. However, we have to question whether the Japanese people know enough about their own country. We should face the mirror and study what we really look like. If I look in the mirror, I see that some secondary industries in Japan have become very competitive... like a high nose they are protruding. However, if we look at primary industries in view of market organisation or competitive strength, their position is depressed. The same holds true for some portions of the service industry, as well as our defensive strength and diplomatic capabilities. I think our skill to convey our culture and communicate well with overseas is insufficient. If we take a sober look at our face there is a very sharp contrast

with portions protruding and others depressed. We have to think carefully why we have such a strange face.

Before 1983, Japan was closed for a long period. We were in effect self-sufficient and there was really no need to import any specific goods. I do not think there is any other country in the world like Japan in this sense.

During this period an anti-international attitude developed not by design but as a natural result of history. Because this feature is very deeply rooted Japanese just are not conscious of it at all. But since 1983, whether Japan liked it or not, it had to become a member of the international community. Secondary industry in Japan was able to meet the challenge and become strong by international standards. The primary and tertiary industries, due to the inertia of history, have yet to be internationalized. Because of its isolation, Japan is not yet playing a sufficient role comparable to its economic strength. But competitive strength is a relative term. To take a very simplistic view that we will be fine as long as we continue to export secondary industrial products is a very childish concept of competition. There is a European term "noblesse oblige." I wonder whether the Japanese can be considered as nobles or commoners? If the Japanese want to be considered as nobles then I think we need to reflect on ourselves very seriously.

Edmund P. Wellenstein  
Special Counsellor to the Commission of the European Communities

I would like to begin with a comparison which those who attended the first and second symposiums can share. I found this third symposium had quite a different atmosphere from number two in Brussels last January which was already quite different from the first symposium held in Tokyo nearly two years ago. The first gathering mainly concentrated on frictions, short term trade problems and everything connected with those issues. Our discussions were acrimonious at times. The atmosphere in the succeeding meetings has been different no doubt because we have put the emphasis on longer term aspects, first industrial cooperation

and now investment, which has been conducive to a more businesslike discussion.

There is a general feeling of an urgent need to find a broader basis for the Japan-EC dialogue than only the problems of trade. Several Japanese panelists admitted that an early motivation for investment in Europe was to avoid increasing trade friction by exporting production not products. That certainly helps, but it will only work — and I think that came out very clearly in our discussions — if cross-investment of Japanese and EC partners develops in an equilibrated way. And at the moment it is clear this is not the case. At the same time, this imbalance is at a very low investment level. A very small proportion of Japanese overseas investment in Japan compared to the rest of the world is an even more ridiculously small proportion ... about one percent.

The discussions raised the issue of the different kinds of obstacles to international investment. There are various institutional obstacles — regulations, prohibitions, special procedures — but, in general, it was found that there is increasing awareness on the sides of Governments that these must be brought down to acceptable levels because international investment is a very important agent for the development of cooperation between our countries. This is true at a regional as well as a national level. It is also very important to open up the field of investment not just to the "giants," the multinational conglomerates, etc., but also to the medium and even small-sized firms. Suggestions were made to consider what could be made available on both sides to help such companies to cope with the extremely high initial costs inherent in entry to the Japanese market, for example.

As to the economic conditions for a successful international investment, it was agreed by both sides that it was important to start with investment in the commercial sphere but to move as quickly as possible to the production sphere, and to see to it that, in a visible way, the value added in the host country becomes bigger over time. This is very important to stress because it is directly related to the success of the foreign investment.

One EC panelist suggested that where a takeover in Japan were considered the worst possible way to make an investment, if not totally impossible, in some EC countries a takeover could be the smoothest way to proceed, allowing the investment to build on an existing situation that might lead to easier acceptability by the host country. Finally, one Japanese speaker said he had expected the Common Market to be more common than it really is, and that he had encountered unexpected obstacles in moving goods from one country to another within the community. I think he is right and it is one of the priority themes on the agenda of the heads of EC member governments.

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